IEEE Newsletter PCS

IEEE Professional Communication Society Newsletter • ISSN 1539-3593 • Volume 53, Number 5 • June 2009

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Making Your Case in a Grant Proposal

BY BETH MARKLEY

I recently completed a grant proposal with the simplest instructions: *"finish this sentence: If awarded, these funds will be used for..."*

For the creative writer, this is an exciting opportunity. For the more pragmatic author, it can be daunting:

- What are the priorities of the organization?
- What do the individuals making the decisions consider the most important information?...Read more.

Tips for Effective Grant Writing

BY LINDA ZUKAUSKAS

Do your research. Don't expect someone to give you money just because your cause is worthy.

It literally pays to spend time learning why a grant maker is motivated to give their money to a grant seeker. When you research potential grant makers, make sure you examine what support they've given in the past and to whom they've given it. Does the grant maker accept unsolicited applications or do they only give to pre-determined recipients? Does the grant maker give in your area? Does the grant maker give money or gifts in kind? Most importantly, does the grant maker support your goals?...Read more.

IPCC

Register Now!

Only a month to go until the conference! It will be held 19-22 July 2009 in lovely Honolulu, Hawaii. Blaise Aguera y Arcas from Microsoft and Jan Spyridakis are keynote and luncheon speakers. Come learn and relax on the beach...Read more

Project Management

Your Key to Self-Sufficiency

Summer is the time for gardening, and this summer, gardening has had a resurgence. Call it eco-awareness or getting back to our roots (pun intended), gardening is more than a hobby; itâ €™s the most basic form of self-sufficiency...Read more

AdCom Nominations

2009 Nominations Needed

If you are interested in a higher level of involvement in PCS and IEEE, I urge you to consider being a candidate for the AdCom. An election will be held this year to fill 4 at-large positions (3-year terms). AdCom members-at-large must be both PCS and IEEE members (i.e., a higher level of membership than affiliate)...Read more.

Learning Opportunities

Leaderpoint classes

New session is starting 8-12 June 2009. LeaderPoint is offering members a 10% discount on its Executive Experience session. The session, a 5-day, comprehensive development program designed to advance leadership and management skills, is held in Kansas City, Missoouri... Read More.

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Feature

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For the creative writer, this is an exciting opportunity. For the more pragmatic author, it can be daunting:

- What are the priorities of the organization?
- What do the individuals making the decisions consider the most important information?

Granting organizations vary widely in structure, objective, history, and people involved — which is why there is no standard grant application.

A grant writer, whether she is the person responsible for securing the funding, or is doing so in addition to creating, coordinating and implementing the program or project, would do well to start with outlining what fundraisers call a "case for support." A case outlines details of the program, including the problem it addresses, who will implement it and how, who it will serve and how, what resources it will draw upon and what the anticipated results will be. Having such information on hand in advance is not only helpful in applying for funding, it can also be useful for budgeting, staffing, planning, and marketing purposes.

A compelling case might include the following:

Statement of Purpose: What do you hope to accomplish through this program or project? What is the need you're hoping to address? Who else is addressing this problem and how is your program different or innovative? Outlining a clear statement of purpose before researching granting organizations will not only help you narrow your field of research, it will help you avoid any temptation to change the program or project to better meet the focus of the granting organization to which you are applying.

Like a journalist, think "who, what, where, when, why and how" when crafting your statement. Review carefully to remove unnecessary adjectives, jargon and clichés:

> *Studies show that children who run away are vulnerable because of exposure to crime, drug and alcohol use, predatory adults and prostitution. Runaway children who return home are more than 70% likely to run away again that year. Each time a child runs away, he becomes more vulnerable. Our program will reduce the likelihood that a child will run away again by providing an in-home training and counseling program to help parents communicate with their child, recognize signs of teen distress, and encourage his sense of accountability and responsibility.*

Outcomes: When your program is complete, or at regular points along the way if the program is ongoing, show how you plan to measure success. It is not invalid to judge the merits of a program by how people feel about having participated in it, but measuring this result and reporting on it in a substantive way is important. Interviews or surveys of program participants might be one way to measure whether youâ€™ve reached your goals based on how participants feel about having participated. How do parents of runaway children feel about their parenting skills before and after your training? Quantitative information is also helpful in this case: A year after implementing your program, did the participating families experience a lower percentage of recidivism than the statistics you originally cited?

Stories: Anecdotal information can be a powerful way to illustrate the problem you're

trying to address. Rather than telling someone that runaway children face mortal danger, and that programs like the one youâ€™re proposing save lives, show them through the inclusion of a short story. If the body of the proposal doesnâ€™t allow enough space, include such a story in a cover letter.

Resources: Outline your budget and all sources of anticipated income. Will you be returning for more funds later, do you anticipate this project will become self-sustaining over time, or is this a one-time only project? Who is your organization depending on to implement this project and what are his/her qualifications? Outline any other sources of funding or collaborative partnerships with other organizations that have been secured, or that you are currently in the process of securing.

Organizational Mission and History: Why was your organization founded and how long ago? What is its track record in the community? Why is your organization the appropriate one to implement this program? What kind of success has it had with similar efforts in the past? Who are the leaders of your organization?

Reporting: Whether the project or program is ultimately successful, donâ€™t overlook the obligation to report. Make plans for a report back to the granting organizations after the program is done. If you are not the person who will create and submit this report, make sure this task is assigned. The report should note any changes to your project and any challenges that were not anticipated. Include a comparison of the original to the actual outcomes and explain any major differences. Timely reporting is essential to the organization's credibility and the goodwill of the granting organization, and may determine the likelihood of future grant funding.

Whatever the requirements of the granting organizations to which you are applying, you can simplify the process of developing grant researching and writing by developing your case for support in advance.

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Beth Markley is a Certified Fund Raising Executive and president of Markley Communication Services, LLC, a nonprofit consulting firm. She is the immediate past president of the Association of Fundraising Executives Idaho Chapter.

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Matching grant makers to grant seekers is like trying to find a spouse. You want to find someone you can impress while being completely honest when describing yourself. Just as in romance, you can win in the short term if you lie in order to please your partner. But, such behavior always ends up badly in the long term.

Do spend time learning about the grant maker you've elected to pursue. Don't expect them to respect you if you don't respect them.

Grant makers use online and/or paper sources to describe what they want to see in a grant application. Read the application guidelines very, very carefully. Then, contact the grant maker to confirm the guidelines you've studied are current and to ask follow-up questions.

If possible, ask members of your organization if they are familiar with anyone associated with the grant maker. For example, your director may belong to the same professional organization as one of the members sitting on the grant maker's board. It's important to leave no stone unturned as you learn about the grant maker and begin to form what could be a long and productive relationship with them.

It's not critical that you use an existing friendship as you apply for a grant. In fact, if there isn't a mutual goal between your organization and the grant maker, you should not pursue the application based only on a friendship.

Do gather your information and organize it. Don't forget any information requested by the grant maker's guidelines.

Instead of being intimidated or overwhelmed by the information requested by the grant maker, be grateful. Guidelines can be a checklist to make sure you gather all the data you need to present. Guidelines can also be a way to help motivate members of your organization who are late in sharing details about planning or budget.

Most applications include the following information:

- A history of your organization
- A description of your project and what you want to accomplish
- An evaluation plan (i.e., how you will know you've reached your goal)
- A budget for the project and description of how you financially sustain your organization
- Any other documents specifically requested by the grant maker

As you state the problem your project addresses, make sure your objectives are measurable and attainable. If you can, show how you've reached similar goals in the past to demonstrate you can be trusted with the grant maker's money. Clearly state how reaching the goal will benefit the target audience specifically and the community in general.

Do plan your project before you ask for money. Don't ask the grant maker to be patient as you figure out how you might spend their money.

Define your goals! A grant maker wants to put money in the hands of someone who will spend it in a manner that meets or exceeds the goals of the grant maker's mission. A grant application should show exactly how you will do that, including any recognition you can offer to the grant maker.

Do write clearly and concisely. Don't forget that this application is one in a pile of many worthy requests and might be skimmed rather than read.

Grant applications are like résumés. The reader usually begins to evaluate requests for funds by creating a smaller, more manageable group of requests. Therefore, don't give the grant maker any reason to discard your application. Make sure the application meets the grant maker's deadline. Read the text for spelling and grammatical errors, as well as for the accuracy of your facts and figures. If possible, have another member of your organization help you with a fresh set of eyes.

Write the application clearly and concisely so that readers who scan the page can still capture the important points. Use as much white space as you can, but always remember the guidelines. If the grant maker does not want an application to exceed 10 pages, then arrange the document so that it is only 10 pages long.

Use a table of contents to help orient the reader and to give yourself another checklist. Make sure everything the grant maker requests appears in the table of contents.

Do plan for an evaluation. Don't be surprised if the grant maker asks for a refund if you can't show that you've spent their money as you promised.

If you've written your goal as measurable, then you can easily write an evaluation plan. It should include timelines and milestones and regular reports to show when and how you meet each of them. The grant maker will use this plan to verify that you've spent the money as you stated you would. The grant maker can ask for the money to be returned if you use it in a way other than intended.

Do be proud of your goal and your organization's ability to meet it. If you've found a grant maker who supports your mission with their own, then rest assured that you'll be able to work together.

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Linda Zukauskas is a freelance grant writer who spent almost 20 years writing user and administrator documentation, as well as marketing collateral for Diagnostic Related Groups (DRG) and Customer Relationship Management (CRM) software. In 2007, after an aquisition left me free to decide where she would work next, Linda decided to transfer her skills of interviewing Subject Matter Experts and creating informative and persuasive content to writing grants for municipalities and non-profits.

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Writing

Don't Write Short Texts; Write Concise Ones

BY PHILIP YAFFE

"Don't write short texts. Write concise ones."

If you are puzzled by this admonition, it is probably because you have been led to believe that "short" and "concise" are synonyms. They aren't.

My dictionary shows two definitions for "concise":

1. Brief and to the point
2. Short and clear

If "short" is already part of the definition of concise, they cannot be synonyms. There must be a difference. So what is it, and how does it affect your writing?

Over my 40 years as a professional writer, I have developed my own definition of "concise", which makes the difference explicit. Moreover, it is functional. It not only tells you what you are seeking to do, but also how to go about doing it.

Before examining this functional definition, let's agree on what we are trying to achieve by being concise.

It is commonly claimed that people today have shorter attention spans than in the past, so text must also be shorter. I am unaware of any scientific evidence that supports this contention. However, I am aware of considerable historical and psychological evidence that disputes it.

People pay attention to texts that catch and hold their interest. Once that interest wanes, they stop reading. It's as simple as that. Whatever effect radio, television, films, the Web, etc. may have had on average attention span, individual attention span is governed by self-interest. This has always been true, and remains so.

The objective, therefore, is not to constrain a text to fit some artificial limit, but to be certain that everything it says has purpose and meaning for the reader. This is what makes a text concise, whatever its length.

So back to the functional definition. For a text to be truly concise, it must be:

1. As long as necessary
2. As short as possible

As with the dictionary, "short" is only part of the definition -- the second part. Before you set about making your text "as short as possible", you must first make it "as long as necessary". In practical terms, this means that before you do anything else, you must first determine the key ideas you want your text to convey. Then, identify all the supporting information needed to make them clear and credible.

Whatever minimum text length is required to adequately cover this vital information, this is how long it must be. It makes no sense to look at your text and then start cutting out important information because it seems to be "too long".

Now, what is meant by "as short as possible"?

Keep in mind that nothing in a text is neutral. Anything beyond the minimum length required to be "as long as necessary" will not simply add a few unnecessary words. Ultimately, it will affect reader comprehension.

Unconsciously, the reader will continually be asking himself why those additional words are there; however, since they are unnecessary, he will never get an answer. The more

often these unconscious questions are raised, the more often there will be no answer. The reader will become less and less confident that he understands what he is reading. When he concludes that he doesn't understand it (or considers it boring, which is the same thing in disguise), he will stop reading. And your effort will have been wasted.

Remember: The length of a text and how well the reader understands it are intimately linked. The purpose of writing "as short as possible" is not to avoid too many words (whatever that means) -- but to ensure clarity.

I have yet to see any list of writing tips that explicitly states this fundamental principle. So let's state it again. Conciseness means saying everything that needs to be said in as few words as possible in order to ensure clarity.

Now that you understand the true purpose of all the various writing tips and suggestions offer, you are more likely to value them and apply them the rigor they deserve. However, don't be overly concerned about applying them when writing your first draft. Every well-written text must go through at least two distinct drafts.

A. First Draft

This draft should be dedicated to inputting all the key ideas and supporting information required to make the text "as long as necessary". Write this first draft with minimal concern about style, grammar, conciseness, etc. Concentrate on content.

B. Second Draft

This should be dedicated to applying all the writing tips you know to make the text "as short as possible" to ensure that all the key ideas and supporting information are presented clearly and persuasively.

In short: Write fast, edit slow.

Here are a few examples that show the significant difference that understanding and applying these tips can truly make. This is only a sampling. After reading these examples, go back to the various writing lists to look for other writing tips, which you will read and appreciate more acutely than ever.

Bullet Points and Numbered Lists

Bullet points and numbered lists are excellent ways of shortening a text while making it easier to understand. You may have noticed that I have used this technique several times in this article.

Use bullet points or numbered lists to highlight and explain general statements. Bullet points or numbers that relate to nothing have no value.

Example:

These are the four factors that led us to this decision:

- *Economic conditions are . . . .*
- *Technical developments have. . . .*
- *Government policy will. . . .*
- *Social conditions are . . . .*

Displaying Data

Display data directly next to their reference. Data displayed â€œrespectivelyâ€ requires the reader to stop and confirm the correct order. This can cause confusion.

Poor

The CAC, DAX and AEX all fell during past three months: -1.76%, -0.98% and -2.26%, respectively.

Better

The three indices that fell during the past three months were: CAC (-1.76%), DAX (-0.98%), and AEX (-2.26%).

The word â€œrespectivelyâ€ almost always causes confusion. Delete it from your vocabulary!

Shifting Terminology

If you want to use more than one term to mean the same thing, be certain that you

clearly inform your readers.

Poor

Atopic dermatitis is a common disease of infants aged 0-2 years. About half of all infants with infantile eczema will develop asthma before their fourth birthday.

Better

Atopic dermatitis (infantile eczema) is a common disease of infants aged 0-2 years. About half of all infants with infantile eczema will develop asthma before their fourth birthday.

Active vs. Passive Voice

Generally, prefer the active voice because it gives a clearer picture of what is being described and is usually shorter. However, don't be afraid to use the passive voice when need. After all, if there were no real need for the passive voice in the language, it wouldn't exist.

Active voice: *Management approved the new product.*

Passive voice: *The new product was approved by Management.*

Placement for Emphasis

Words at the beginning and at the end of a sentence have stronger emphasis than those in the middle. Therefore, put important information in these key locations to aid reader understanding.

Poor

Astronomers hunting for evidence of life outside of our solar system announced the discovery of a new class of planets yesterday.

Better

Yesterday, astronomers hunting for evidence of life outside of our solar system announced discovery of a new class of planets.

Best

Astronomers hunting for evidence of life outside of our solar system yesterday announced the discovery of a new class of planets.

Poor

The national leaders met to discuss new trade relations between their two countries in the Royal Palace.

Better

In the Royal Palace, the national leaders met to discuss new trade relations between their two countries.

Best

The national leaders met in the Royal Palace to discuss new trade relations between their two countries.

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Philip Yaffe is a former reporter/feature writer with The Wall Street Journal and a marketing communication consultant. He currently teaches a course in good writing and good speaking in Brussels, Belgium. His recently published book In the "I" of the Storm: the Simple Secrets of Writing & Speaking (Almost) like a Professional *is available from Story Publishers in Ghent, Belgium (storypublishers.be) and Amazon (amazon.com).*

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Project Management

Project Management: Your Key to Self-Sufficiency

BY MICHELLE LABROSSE

Remember the children's rhyme?

> *Mary, Mary, Quite Contrary*
> *How does your garden grow?*
> *With silver bells and cockle shells*

I'd like to add another line:

> *And Project Management from row to row*

Summer is the time for gardening, and this summer, gardening has had a resurgence. Call it eco-awareness or getting back to our roots (pun intended), gardening is more than a hobby; it's the most basic form of self-sufficiency. It also allows me to combine two passions: project management and being in the great outdoors.

That's why I started the Square Foot Garden Project in Alaska with my friends and family. The concept behind the Square Foot Garden is that anyone, anywhere can enjoy one. You don't have to have a green thumb to grow your own food; you just need a project plan and the ability to roll up your sleeves.

As I was working on the garden, I got to thinking about self-sufficiency, and I realized that Project Management has helped me to be self-sufficient throughout my life — no matter what projects I tackled.

Think about it when you have to meet a tough challenge. What always works? Taking the time to plan. Thinking. Gathering your thoughts. Setting goals and objectives. Assessing the risks. Building the right team. These are just a few of the things that you do as a good project manager.

So, ask yourself, what is keeping you from the level of self-sufficiency that you would like? Is it debt? Is it energy costs? Healthcare? Whatever it is, you can write a project plan that will help you make a change. And don't think that small changes don't matter. They do.

Here are just a few ideas to get you started. Choose a project that you have passion for, write your project plan and go!

1) **Plant your own Square Foot Garden.** My friend recommended a great book to me called *All New Square Foot Gardening*. This book really inspired me to write my project plan and get moving.

2) **Get a bike and ride it whenever possible to run errands.** Remember the thrill of riding your bike as a kid. Now, bikes are no longer kid stuff. If you live in an area where you can ride your bike into town, what better way to lessen your own dependence on your car and oil?

3) **Make your own gifts and cards from recycled materials.** I have a friend who did this for an entire year. She bought no gifts, wrapping paper or cards and made gifts with only recycled materials in her house. She got very creative with it, and we all looked forward to seeing what her gift would be at a birthday party or holiday gathering.

4) **Choose a "Do It Yourself" area to learn about: plumbing, basic car maintenance, handy man or woman basics.** A basic visit from the plumber can easily set you back $100 or more. If you've ever wanted to be handier, this could be a great area of focus for you.

5) **Entertain the old fashioned way.** Are your kids dependent on their Wii's or PlayStations for entertainment? Do you default to DVDs on a rainy day? How about bringing out some old-fashioned entertainment plans: charades, Scrabble, cards, board games? Make your family or friends part of the planning team and take turns on whose night it is to choose some low-tech entertainment. No electricity or Internet connection required.

Complete a Cheetah Action Project and Get 60 PDUs

Whether you decide to plant a garden or build a new deck, Cheetah Action Project was designed to bring the phases of Project Management to life. You choose the project and we supply the Project Management know-how that you need to get it done successfully.

Need inspiration? Click here to see some of the projects our students have completed in Cheetah style.

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Your Self-Sufficient Summer

Get started now, and let this be the summer that you became just a little more self-sufficient, and tune up your Project Management skills while accomplishing something worthwhile. Get it done!

Chief Cheetah Podcast Is Yours for the Downloading

Want to hear what Michelle LaBrosse, PMP, and Chief Cheetah has to say about Self Sufficiency? Download our podcast at http://podcast.cheetahlearning.com/podcastgen/ and hear the words straight from the Cheetah's mouth.

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About the Know How Network and Cheetah Learning

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About the Author

Michelle LaBrosse, PMP, is founder and Chief Cheetah of Cheetah Learning and author of Cheetah Negotiations and Cheetah Project Management. The Project Management Institute selected Michelle as one of the 25 Most Influential Women in Project Management in the World and one of only two women from the training and education industry.

Cheetah Learning is a virtual company and has 100 employees, contractors, and licensees worldwide. Michelle has run her company virtually for the past 20 years, growing it 100-fold in the past 20 years. She credits her success to using Cheetah's Project Management method to better manage people and technology, and has made it fast, easy and fun for more than 30,000 people to learn and do Project Management.

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Around IEEE

IPTV: Reinventing TV in the Internet Age

FROM *COMPUTING NOW*, 3 JUNE 2009

The Computer Society's newsletter, *Computing Now,* contains a provocative editorial about how IPTV is reinventing TV in the Internet age and acting as a catalyst for developing future technologies and standards...Read more.

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President's Column

President's column

BY MARK HASELKORN

Be sure to get your nominations in for AdCom. Elections will be held soon.

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Mark Haselkorn is the current President of IEEE-PCS, and works as Professor and Founding Chair, Department of Technical Communication; Director, Pacific Rim Visualization and Analytics Center; Director, Interdisciplinary Program on Humanitarian Relief at the University of Washington.

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Editor's Column

Nature and Respite

BY KIT BROWN-HOEKSTRA

After a bunch of project deadlines and a push to develop an entire help system for a new, complex application in less than a month, I was in serious need of a break from my computer and work.

On 30 May, I packed my car and headed north to the Vee Bar ranch in Wyoming, where I spent 5 glorious (though often chilly and rainy) days riding horses and attending a writing retreat. The internet access was slow and the cell phone service was non-existent, but after about 5 minutes of withdrawal, I missed neither one.

The retreat was exactly what the doctor ordered. I reveled in the physicality of working with the horses, being mindful and fully present. When I arrived, I felt completely drained, and my brain was making that clinking sound that you get when you are trying to scrape the last bit of peanut butter out of the jar.

I did not do much writing during the retreat, but enjoyed the discussions about nature writing and creative non-fiction, and absorbed the landscape into my pores as I breathed the clean air, listened to the birds, and watched the pronghorn run.

By the end, I was much refreshed and ready to take on the next set of challenges, and am looking forward to seeing everyone in Hawaii!

Kit with Ed the horse.

Horses running in from the pasture.

Centennial Valley, WY, US. View from Medicine Bow National Forest. The picture doesn't do it justice. (red, dead-looking pine trees are due to pine beetles, which have decimating western US forests)

If you have questions or comments, please contact me at pcsnews DOT editor AT ieee DOT org .

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Book / Web Site Reviews

Editor's Note: Several IEEE members have written books of interest to PCS members. If you would like to have it reviewed by a newsletter volunteer, please contact Kit Brown at pcsnews.editor AT ieee DOT org.

Left Brain / Right Brain

BY KIT BROWN-HOEKSTRA

Taylor, Julie B.(2006) My Stroke of Insight. *Plume, a division of Penguin Books: New York. pp.206. ISBN: 978-0-452-29554-4.*

Dr. Taylor is a neuroanatomist who works at the Harvard Brain Bank, and suffered a massive hemorrhagic stroke in the left hemisphere of her brain. This is the story of her self-observations as the stroke occurred and her story of her 8-year-long recovery.

It is a fascinating look at how the left and right side of the brain interact, process information, and communicate. What makes this really interesting is that she was able to remember her observations about what was happening during her stroke, and even to apply her knowledge of neuroanatomy to understanding what was going on. As she recovered the communication abilities in her left hemisphere, she observed how the left hemisphere's coming back online affected her perspective, thoughts, feelings, and focus.

Food for thought for anyone interested in learning differences, communication, psychology, etc.

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Tidbits

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

Terabyte DVD

FROM *IEEE SPECTRUM TECH INSIDER*, 21 MAY 2009

Researchers have figured out how to create a 5-dimensional DVD that can store 1.6 terabytes of information... Read more.

Wolfram Alpha

FROM *WALL STREET JOURNAL , 19 MAY 2009*

A new internet-search service could give Google a run for its money. Instead of links to existing Web pages, it mines databases and performs computations on the data to yield useful information...Read more .

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IEEE Newsletter PCS

IEEE Professional Communication Society Newsletter • ISSN 1539-3593 • Volume 53, Number 5 •June 2009

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Society News: PCS Events

One Month and Counting!

BY BRENDA HUETTNER

The conference starts in less than 30 days. Have you made your reservations yet? **The hotel has lowered our conference rate**; book through the reservation website (http://www.hilton.com/en/hi/groups/personalized/HNLHVHH-AZV-20090717/index.jhtml) to get the best conference price.

We have an exciting program planned:

- Keynote speaker, Blaise Aguera y Arcas will talk about deep and connected imagery
- Featured Luncheon Speaker, Jan Spyridakis, will discuss Excellence: A State of Mind, a Process of Discovery
- Charles Rubenstein will lead a half-day workshop on Leadership
- We have oodles of other great sessions as well

The Hawai'i Hilton Village is right on Waikiki Beach and easy walking distance to many of Honolulu's best shopping and restaurants.

For more information, go to the website: http://ewh.ieee.org/soc/pcs/?q=node/377 or contact Brenda Huettner at bphuettner@ieee.org .

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Society News: Member News

Member Benefit: Relocation Resources

FROM IEEE

IEEE members now have access to an exciting new addition to the member benefits program, MyHomeBenefits, a unique time and money saving solution that offers discounts and savings when you relocate, or move into a new home, in the United States or Canada.

The MyHomeBenefits program provides simple, quality, and affordable options for members of IEEE and their families, when experiencing a home event. MyHomeBenefits enables you to move with the one of the world's most trusted van lines â€“ North American Van Lines - for less than you ever imagined! With just one stop, you can receive full-service moving quotes from George Moving and Storage, an agent for North American Van Lines. Plus enjoy preferred rates on interstate (state-to-state) moves. IEEE members experiencing a move in the United States or Canada also receive discounts on packing, storage and in-transit personal property valuation protection.

Please visit, myHomeBenefits (http://ieee.myhomebenefits.com/) to get moving, or call MyHomeBenefits at +1 800 579 2970.

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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.

TC World Roadshows

Women in Project Management Conference

Conference on Remote Engineering and Virtual Instrumentation

IMETI 2009

IEEE Accessing the Future ***NEW!***

LISA Berkley Globalization Conference

GALA 2009

itSMF Fusion09

Computational Linguistics Workshop

LavaCon

METM 2009

ACM CHIMIT 2009 ***NEW!***

Web 2.0 Expo 2009

TC World Roadshows

Conference:	TC World Roadshows in Europe
Dates/Locations:	18 June 2009: Moscow, Russia 19 June 2009: Milan, Italy 23 June 2009: Barcelona, Spain
Website:	http://www.tekom.de/index_neu.jsp?

In June, tekom will hold a series of one-day-events all over Europe. The aim of the roadshow is to promote Technical Communication as an industry, to raise awareness and to draw attention to the 2009 tcworld conference in November in Wiesbaden, Germany.

The topics of the roadshows include the following:

- Information Development
- Content Management
- Terminology
- Translation and Localization
- Visual Communication
- Standards and Guidelines
- Technical Authoring
- Process Optimization
- Quality Management

Women in Project Management Conference

Conference:	2nd Annual Women in Project Management Conference
Dates/Locations:	15-16 September 2009: Washington, DC, USA 7-8 October 2009: Atlanta, Georgia, USA 11-12 November 2009: Dallas, Texas, USA
Website:	https://www.projectmanagementresourcegroup.com/2nd_Annual_Women_in_PM.php

Where women gather to seek the best of themselves and every woman experiences herself as the leader she was meant to be!

Day 1 & 2 Time: 8:30am-5:00pm (8-8:30 registration/breakfast)
(Breakfast, lunch, snack, and all materials included)

Be sure to attend the FREE Networking Social Event for all attendees from 5:30pm â€“ 8:00 pm following Day One (Hors D'oeuvres will be served â€“ Cash Bar)

6th Int'l Conference on Remote Engineering and Virtual Instrumentation

Conference:	6th Int'l Conference on Remote Engineering and Virtual Instrumentation
Dates:	22-25 June 2009
Location:	University of Bridgeport, Bridgeport, Connecticut, USA
Website:	http://www.rev2009bridgeport.org

REV 2009 is the sixth in a series of annual events addressing the area of remote engineering and virtual instrumentation. Previous editions of REV were organized in the form of an international symposium, and evolved in 2007 to be the annual conference of the International Association of Online Engineering. The general objective of this conference is to discuss fundamentals, applications, and experiences within the field of online engineering, both in industry and academia. REV 2009 offers an exciting technical program as well as academic networking opportunities during the social events.

IMETI 2009

Conference:	2nd International Multi-Conference on Engineering and Technological Innovation
Dates:	10-13 July 2009
Location:	Orlando, FL USA
Website:	http://www.2009iiisconferences.org/IMETI

Engineering activities are based on the development of new Knowledge (scientia), new 'made things' (technÃ©) and/or new ways of working and doing (praxis). Scientia, TechnÃ© and praxis are three important dimensions of a comprehensive conception of Engineering as a whole. Engineering, as Scientia, is mostly developed in academia; as technÃ© is practiced in industry generating technological innovations; and as praxis is carried out in technical and non-technical organizations, supporting managerial activities and technical procedures, via methodical and methodological design and implementation. This is why Engineering provides one of the most solid academic and professional substrata for bridging among Universities, industries and governments.

Publications and conferences related to Engineering are usually oriented to one of its three dimensions. While this is an adequate thing to do when disciplinary focus is sought, it does not represent Engineering as a whole and it misses the very important synergic relationships among the three kinds of engineering activities mentioned above. This is why a group of scholars, professionals and consultants, in the field of engineering, considered the possibility of initiating a publishing process and organizing a conference where presentations will not be reduced to one of the Engineering's dimensions, but to foster the participation of academics, practitioners and managers in the three dimensions of Engineering, in the same conference, or in the same publication, so they can synergistically interact with each other. A consequence of this purpose is the organization of IMETI 2009, and the publication of multiple-author books series, where submissions will be accepted for the presentation of:

- New knowledge (Engineering as Scientia)
- New products and services, i.e. technological innovations (Engineering as technÃ©)
- New technical and managerial methods and methodologies (Engineering as praxis)
- New meta-engineering (Engineering of Engineering activities) knowledge, innovations and methodologies

More details regarding the notion of Engineering and reasoning supporting the definition given above can be found in the article "The Essence of Engineering and Meta-Engineering: A Work in Progress" (Callaos, 2008), which is available at www.iiis.org/Nagib-Callaos/Engineering-and-Meta-Engineering.

There will also be corresponding e-conferences during the 15 days before and after the conference, where each session to be included in the conference program will have a

corresponding electronic pre-conference and post-conference virtual session for 15 days. In the electronic pre-conference sessions, authors will have access to the papers to be presented at their session and to an associated electronic forum, so they can be better prepared for their face-to-face conference session. Similarly, electronic post-conference sessions will complement and support a follow-up of the respective conference sessions, via an electronic forum and the possibility of evaluating papers presented at the associated session. These evaluations will also support the selection process for the papers to be published in the JSCI journal.

IEEE Accessing the Future

Conference:	IEEE Accessing the Future
Dates:	20-21 July 2009
Location:	Boston, Massachussetts, USA
Website:	http://ewh.ieee.org/conf/accessingthefuture/

Please join us for first IEEE conference dedicated to identifying the next generation of accessibility challenges. These challenges arise from the increasingly pervasive use of technologies such as 3-D Web, online collaboration, shared medical records, and advanced systems for transportation and communication.

By identifying challenges early in the technology cycle, standards, interfaces and policies can be developed to ensure that the needs, accessibility requirements and inclusion of the 650 million people with disabilities worldwide, along with the rapidly increasing aging population, are considered beforehand rather than as an afterthought.

This international conference, organized in partnership with IBM, will consist of a plenary session with keynote speakers and panel and working sessions with speakers, panelists and participants from diverse sectors including, academia, industry, government, advocacy groups, and others. A poster session is also planned.

This first conference will focus on four areas:

- Universal Design and Accessibility Standards
- Patient-Centered Collaborative Care
- Accessible Online Workplaces and Communities
- Transportation and Travel

LISA Berkley Globalization Conference

Conference:	Berkeley Globalization Conference (LISA @ Berkeley)
Dates:	3-5 August 2009
Location:	Berkley, California, USA
Contact:	Patricia Egan, at patricia.egan AT lisa DOT org
Website:	www.lisa.org

This two-day conference (with an additional day of workshops) will focus on globalization—the business decisions and processes required to do business internationally. This conference aims to bring together researchers examining the phenomenon of globalization and so will consider three primary themes:

The social impact of globalization. How does globalization affect the attitudes and expectations of local communities with regard to goods and services? Does globalization result in leveling of regional difference or does it increase awareness of and response to those differences? Does globalization necessarily involve a center-periphery model, or do recent changes allow for the periphery to challenge the dominance of the center? How can ethnographic study influence globalization in a positive way?

Language and globalization. Language and culture are both a limiting factor in globalization and the enabler for globalization. How do organizations deal with issues of translation and cultural adaptation (localization) when entering new markets? How can demand for language best be met in a cost-effective manner that allows organizations to speak to individuals in their own languages?

Technology. Modern globalization efforts are characterized by a reliance on technical solutions to reduce costs and expand scope. How do technology and technological change impact globalization? What technologies are the most effective in meeting demand? What disruptive technologies are on the horizon?

These themes are to be interpreted broadly and submissions, including multidisciplinary ones, that engage with globalization in a constructive manner are encouraged.

GALA 2009

Conference:	Globalization and Localization Association
Dates:	14-16 September 2009
Location:	Cancun, Mexico
Website:	http://www.gala-global.org/conference/

If you attend one industry event this year, make it GALA 2009 â€" a new conference dedicated to the language industry. We invite you to bring your family or significant other to share this time with you and meet your colleagues from around the globe.

The "GALA 2009: The language of business. The business of language." conference will take place Monday, 14 September through mid-day on Wednesday, 16 September. There will be a welcome reception on Sunday, 13 September.

Keynote speaker is Craig Newmark, founder of Craigslist.

GALA 2009 will present 24 cutting-edge workshops for localization and translation practitioners. We are currently at work contacting speakers and refining the content for the program. Watch these pages for program and speaker updates.

itSMF Fusion 2009

Conference:	Fusion09
Dates:	20-23 September 2009
Location:	Dallas, Texas USA
Website:	http://www.itsmfusion.com/

During itSMF USA Fusion 09, you'll experience informative presentations and incredible educational opportunities on the most important topics facing IT service management today. With 8 tracks of content and over 75 sessions, there's something for everyone from beginners to mature organizations.

As the only non-profit, unbiased convention in the industry, itSMF USA Fusion 09 will provide the answers and strategies necessary to spur your organization into uniting in support of your IT service management program.

Convention summary

- Pre-convention training: Saturday and Sunday (additional costs)
- Workshops: Sunday afternoon & 1 Tuesday morning
- Exhibits: Sunday evening through Tuesday evening
- Convention: Monday through Wednesday
- Post-convention training: Wednesday â€“ Sunday (additional costs)
- Breakfast Club Discussion Groups: Monday, Tuesday, & Wednesday morning

Computational Linguistics Workshop

Conference:	Computational Linguistics - Applications Workshop (CLA'09) (part of IMCSIT conference)
Dates:	12-14 October 2009
Location:	Mragowo, Poland
Proposals Due:	31 May 2009
Website:	http://cla.imcsit.org/

The CLA Workshop is located within the framework of the IMCSIT conference to create a dialog between researchers and practitioners involved in Computational Linguistics and related areas of Information Technology.

IMSCIT is a multi-disciplinary conference gathering scientists form the different fields of IT & Computer Science together with representatives of industry and end-users. IMSCIT with its motto: "new ideas are born not inside peoples' heads but in the space between them", quickly became a unique place to share thoughts and ideas. This year's gathering is held in October 2009 in a beautiful town of Mragowo in the midst of Mazury Lake Country.

Workshop Goals

The Computational Linguistics - Applications Workshop was created in 2008 in response

to the fast-paced progress in the area.

Traditionally, computational linguistics was limited to the scientists specialized in the processing of a natural language by computers. Scientific approaches and practical techniques come from linguistics, computer science, psychology, and mathematics. Nowadays, there is a number of practical applications available. These applications are sometimes developed by smart yet NLP-untrained developers who solve the problems using sophisticated heuristics.

Computational Linguistics needs to be applied to make the full use of the Internet. There is a definite need for software that can handle unstructured text to allow search for information on the web. According to the European Commission, Human Language Technologies are one of the key research areas for the upcoming years. The priority aim of the research in this area is to enable users to communicate with the computer in their native language.

CLA'09 Workshop is a place where the parties meet to exchange views and ideas with a benefit to all involved. The Workshop will focus on practical outcome of modeling human language use and the applications needed to improve human-machine interaction.

Paper Topics

This call is for papers that present research and developments on all aspects of Natural Language Processing used in real-life applications, such as (this list is not exhaustive):

- information retrieval
- extraction of linguistic knowledge from text corpora
- semantic ontologies in computer linguistics
- lexical resources
- machine translation and translation aids
- ambiguity resolution
- text classification
- corpus-based language modeling
- POS-tagging
- parsing issues
- proofing tools
- dialogue systems
- machine learning methods applied to language processing
- ontology and taxonomy evaluation
- opinion mining
- question answering
- sentiment analysis
- speech and audio processing
- text summarization
- use of NLP techniques in practical applications

LavaCon 2009

Conference:	LavaCon
Dates:	25-27 October 2009
Location:	New Orleans, Louisiana, USA
Website:	www.lavacon.org

LavaCon is a conference for technical communication managers and project managers. The Call for Speakers is available soon!

METM 2009

Conference:	Mediterranean Editors and Translators (MET)
Dates:	30-31 October 2009
Location:	European Institute of the Mediterranean, Barcelona, Spain
Proposals Due:	23 March 2009 for presentations 26 April 2009 for posters
Website:	http://www.metmeetings.org/index.php?page=metm09_call

Through panel discussions, presentations, plenary sessions and workshops, METM09 will promote knowledge-building and networking among editors, translators and other English language supporters in the Mediterranean area. The plenary lectures this year will deal with the translator's role as a writer and the history of knowledge transfer in the Mediterranean.

Have a look at the preliminary program on our website for accepted presentations and

panel discussions on the dynamics of pricing editing jobs, the translation of historical texts, and defining roles in writing support services. Updates will be posted throughout the spring. Presentation categories will encompass research, promising practices and knowledge updates.

We are considering proposals that will add practical and theoretical range to the preliminary program regarding any aspect of our association's objectives. Please send your abstract by **30 March 2009** (details on abstract submission can be found on the website).

ACM CHIMIT 2009

Conference: ACM CHIMIT 2009

Dates: 7-8 November 2009

Location: Baltimore, Maryland, USA

Website: http://www.chimit09.org/

Information Technology (IT) is central to modern life. From our homes to our largest enterprises, we are surrounded by software and hardware components that support our work and personal lives: wireless access points, network routers, firewalls, virus scanners, databases, web servers, storage and backup systems, etc. These components exist to permit us to do other things, e.g., manage inventory, communicate with friends or customers, sell products through websites, yet all too often managing the underlying IT infrastructure takes time and resources away from the real work at hand.

IT systems have grown increasingly complex over the years, and the cost for keeping the infrastructure running is now a significant burden. We are at a turning point where further advances in technology and business efficiency and growth require fundamentally new approaches to IT system design, management, and services.

Web 2.0 Expo

Conference: Web 2.0

Dates: 16-19 November 2009

Location: Javits Center, New York, New York, USA

Proposals Due: 26 May 2009

Website: http://www.web2expo.com/webexny2009/

The Power of Less

The Power of Less doesn't just mean making do with fewer staff and a smaller budget. It means that constraints drive creativity, whether in business models, design paradigms, or platforms. It means the power of the small screen, the thin client, the streamlined interface. It might mean the power of small teams, or even going solo. It's also the paradox of power: sometimes the best way to gain power is to give it away, which is why during these challenging times, we are learning that nothing builds brands like a nurtured community. It's also the power of data: of data-centric business models, and the power of data to inform our decisions and to focus us on what matters.

Speaking of what matters, we're also talking about the power of less bureaucracy, less spin and breaking down silos. We are the industry that's shown that transparency, participation, collaboration add up to increased efficiency. The power of less is the power of creative destruction. It's the power to change the world.

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Calls for Articles / Proposals / Courses

Call for Nominations to IEEE Positions and Committees

LeaderPoint Executive Experience

Certificate in Internet Marketing from USF

Certificate in Writing Technical Information

AIIM Online Courses

Trademark Law webinar ***FREE!***

SEO Optimization webinar ***FREE!***

Open University Discount for PCS members

Mentors Needed

IEEE Educational Opportunities

IEEE Nominations and Appointments Committee Seeks Recommendations For Officers and Standing Committee Members

Who: Standing Committee members and IEEE Corporate Officers
Date: 1 July 2009

The IEEE Nominations and Appointments (N&A) Committee is seeking recommendations for several positions including standing committee chairs and members and IEEE Corporate officers.

Each position has specific job requirements and qualifications on which the N&A Committee evaluates potential candidates. They can be reviewed on the N&A Web site, http://www.ieee.org/web/aboutus/nominations/guidelines.html.

As a reminder, ***self-nominations are encouraged***. An individual does not need to be nominated by a colleague in order to be considered.

Nominations can be submitted online at http://www.ieee.org/web/aboutus/nominations/nomform3d.html.

Read more in THE INSTITUTE story Seeking Nominees for Volunteer Positions.

LeaderPoint Executive Experience

Courses:	http://www.leaderpoint.biz/ieee.htm
Educational Partnerships:	www.ieee.org/partners
Location:	Kansas City, Missouri USA

LeaderPoint, a company specializing in executive and management development sessions and newest member to the IEEE Education Partners Program, is offering members a 10% discount on its Executive Experience session. The session, a five-day, comprehensive development program designed to advance leadership and management skills, is held in Kansas City, Mo. The Executive Experience will help participants gain the following skills:

- Build cooperation in seizing opportunity and gaining greater commitment
- Practice using systematic tools for strategic planning
- Diagnose and correct dysfunctional group dynamics
- Focus personal development in specific areas
- Develop a management mindset for improving business results

Each session has an assessment component which provides a summary of LeaderPoint's observations, the participant's comments, and specific recommendations.

Participants can contact LeaderPoint at any time for follow-up work, questions, and concerns. For more information on LeaderPoint visit http://www.leaderpoint.biz/ieee.htm. For general information on the IEEE Education Partners Program visit www.ieee.org/partners.

Certificate in Writing Technical Information

Courses: http://www.middlesex.mass.edu/careertraining/Certificates/writingtechinfo.htm
Location: Middlesex Community College, Bedford, MA, USA

MCC's 125-hour Writing Technical Information Certificate is a career enhancement opportunity for individuals who have well-developed writing skills and want to improve their effectiveness in communicating technical information. Classes run one night per week (Thursdays, from 5:45-9:45 pm) and one Saturday (9 am - 5 pm) per semester.

Certificate in Internet Marketing

Website: http://www.usanfranonline.com/form/internet-marketing/sf-internet-marketing-puzzle/

Optimize your career with the first and only 100% online Internet marketing certificate program that provides the advanced training and credentials you need to be an Internet marketing expert.

Offered by the University of San Francisco, the Master Certificate in Internet Marketing is a dynamic, end-to-end program essential for anyone in interactive marketing.

Each online Internet marketing course builds on the last in a step-by-step progression, providing you with new skills you can apply immediately on the job:

- Integrated Online Strategies
- Search Engine Marketing and Usability
- Advanced Interactive Marketing and Measurement

AIIM Online Training Courses

Website: www.aiim.org/training

AIIM Essentials is a series of 4-6 hours educational programs designed to provide you with an unbiased focus on specific topics relevant to today's changing technological and business landscapes.

AIIM ESSENTIALS ONLINE COURSES:

- Web Content Management (WCM)
- SharePoint
- Digital Asset Management (DAM)
- eDiscovery
- PDF/A
- Imaging & Recognition (coming shortly)

The new AIIM Essentials programs have been designed for use as a series of standalone online courses that are focused on very specific topics applicable to any organization, and are a perfect compliment to enhance the training our students have received from our current educational Certificate offerings;

Free Webinar: Trademark Law

Website: http://xiosoftpresenter.com/?eventid=5788029

Entrepreneurial Authors face a very unique set of branding challenges. Branding yourself and your products is tricky enough, but when it comes time to protect that investment of time, money, and emotion authors can be surprised to find out they missed some critical elements of brand planning â€“ the factors relating to Trademark Law.

Creative Business Attorney, Kevin E. Houchin, Esq. will give you a foundational knowledge of what to do to protect your current brands and strategies and factors to consider when planning to launch new brands.

Free Webinar: SEO Optimization

Website: http://www.gnc-web-creations.com/seo-optimization.htm

The SEO Training Class helps small business owners learn the basics of search engine

optimization to increase the visibility of their business in the search engines. By combining these techniques with excellent marketing skills, you will be well on your way to building a successful online business.

Once we accept your membership request to join the class, you will begin receiving the SEO training lessons in your email. All replies and assistance, along with necessary clarifications, are posted in that group. These SEO lessons are step-by-step tutorials which teach you to optimize your site from the ground floor up.

You never have to worry about falling behind in the training class. When we finish the course we start over, back at the beginning. As long as you remain active, there is no limit to how many SEO training class sessions you may attend!

10% Discount on Classes through Open University

Website: http://www.open.ac.uk/cpd/index.php?q=node/49

IEEE-PCS members (because of PCS' affiliation with INTECOM) receive a special course fee with the OU, which allows PCS members to study Open University's short web-based CPD courses at a discount of 10% off the published course fee. If you are interested in any of the courses, please click on the relevant link for information about the course and how to register. Read more.

AIIM Certificate courses in ECM Best Practices

Courses: http://www.aiim.org/education/certificate.asp
Location: various locations and online

Enterprise Content Management (ECM) is about managing your information assets. It is a framework which enables the management of information assets across an organization, and ties in platforms and programs including:

- Capture/Imaging
- Electronic Document Management
- Electronic Record Management
- Business Process Management
- Collaboration
- Web Content Management
- Digital Asset Management.

The Enterprise Content Management (ECM) Certificate Program reflects the global best practices in use across our 50,000 members. The program covers the strategies, tools, and technologies used to capture, manage, store, preserve, and deliver information in support of business processes.

- Learn global best practices for planning and implementing ECM
- Discover real world solutions and best practices for challenges you face
- Learn from experts in the field who are able to answer your questions, available to address your comments, and willing to accept your feedback
- Position yourself to be tomorrow's leader by enhancing your business and professional skills

Mentors Needed

Website: http://www.leaderpoint.biz/ieee.htm
Contact: www.ieee.org/partners

The IEEE Mentoring Connection is looking for "online" mentors to help guide younger IEEE professionals in career planning and professional development. Currently, 989 mentees, but only 440 mentors have registered to participate.

Mentor participation is open to all IEEE members above the grade of Student Member. Soon, we will be inviting Graduate Student Members to join the program. These members have graduated with their first professional degree and are presently in a graduate program (Masters, MBA, PhD, etc.). We will need additional mentors in the program to handle the requests from this new group. We need you!

Presently our mentors represent the following positions:

- Associate Dean and Professor
- Director of Engineering

- Senior Sales Engineer
- Project Manager
- Corporate Owner
- Consultant
- R&D Technical Manager
- Licensing Manager
- Division Manager - Control Systems
- Electrical Engineer
- Vice President Research
- Director - Customer Operations
- Computer Scientist - Branch Chief
- Senior Product Development Engineer
- Design Engineer - Power
- Retired

If you have received an invitation to join the program and been thinking about it, now is the time to join. If you have already signed in as a mentor - thank you for participating.

Gary Hinkle, a mentor in the program, says "Helping young engineers develop in their careers is very rewarding. Working with some of these individuals has proven to be quite a challenge, because of the diversity among those seeking mentors. I'm glad to be contributing to this program."

The program enables the mentee to select their mentoring partner online from a list of individuals who have volunteered to serve as mentors. After mentors are identified as a potential match, they are contacted and asked to begin establishing a relationship.

Interested members can visit http://www.ieee.org/mentoring for information on the roles and responsibilities of each mentoring partner, including additional program information and an FAQ page. Potential mentors are asked to review the time and effort commitment to the program necessary to ensure a successful mentoring partnership. To enter the program website, please go to http://www.mentoringconnection.com and use the IEEE Group ID "IEEE2006" to enter for the first time. Once in, you will need to set your own User ID and Password.

If you have any questions, please contact Cathy Downer, Regional Activities, at c.downer AT ieee DOT org.

Educational Opportunities from IEEE

Online Courses:	Expert Now http://ieeexplore.ieee.org/modules.modulebrowse.jsp
Educational Partnerships:	http://www.ieee.org/web/education/partners/eduPartners.html
CEUs	http://www.ieee.org/web/education/ceus/index.html

Staying technically current in today's ever-changing workplace is a career must if you want to maintain your professional edge or your P.E. license as required by more than 30 states in the US. IEEE offers an innovative new product called *Expert Now* as well as a growing service, Education Partners Program to help meet your continuing professional development needs.

Expert Now is a collection of over 65, one-hour long, interactive online courses on a variety of topics, including, but not limited to, the following:

- aerospace
- circuits & devices
- communications
- computing
- laser & optics
- microwave theory & techniques
- power
- reliability
- signal processing
- software.

Presented by experts in the field, each course brings to your desktop the best tutorial content IEEE has to offer through its technical meetings that take place worldwide. Continuing Education Units (CEUs) can be earned upon successful completion of the assessment. To review the course catalog visit http://ieeexplore.ieee.org/modules.modulebrowse.jsp.

For those looking for a more robust educational experience, more along the lines of a longer online course, or a more traditional classroom setting, the IEEE Education Partners Program can prove helpful in your search for continuing professional development opportunities. Exclusive for IEEE members, it provides access to more than 6,000 online courses, certification programs, and graduate degree programs at up to a 10% discount from academic and private providers that IEEE has peer reviewed to accept into the program. To review the current list of partners participating in the program visit http://www.ieee.org/web/education/partners/eduPartners.html.

Another way to browse for a course or educational events taking place in your area is through the courses registered with IEEE to offer CEUs. To review what's available in your area visit http://www.ieee.org/web/education/ceus/index.html. IEEE is an Authorized provider of CEUs through the International Association for Continuing Education and Training, as well as an authorized provider of CEUs for the Florida State Board. IEEE CEUs are also accepted by the New York State Board, and can easily be converted into PDHs. One CEU is equal to 10 contact hours of instruction in a continuing education activity. IEEE CEUs readily translate into Professional Development Hours (PDHs) (1 CEU = 10 PDHs).

For more general information on IEEE's Continuing Education products and services, visit http://www.ieee.org/web/education/home/index.html. Specific inquiries can be directed to Celeste Torres via email, c.torres AT ieee.org, or by phone +1 732 981 3425.

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Society News: AdCom News

AdCom Nominations 2009

BY ATSUKO YAMAZAKI

The Professional Communication Society is managed by an administrative committee (AdCom) comprising 16 volunteers who work to ensure that our society serves its members, the IEEE, and the field of technical and professional communication.

If you are interested in a higher level of involvement in PCS and IEEE, I urge you to consider being a candidate for the AdCom. An election will be held this year to fill 4 at-large positions (3-year terms). AdCom members-at-large must be both PCS and IEEE members (i.e., a higher level of membership than affiliate). Each year, half of the positions for AdCom members-at-large will be elected by the members of the Society. The other half will be elected by the AdCom.

Typically, AdCom members attend 3 business meetings each year; one of these meetings is held virtually via the telephone and Internet. AdCom members also engage in e-mail discussions between meetings.

Each member-at-large has an opportunity to provide leadership in the society by, for example, chairing a standing or ad hoc committee, serving as a society officer, or playing a lead role in an upcoming International Professional Communication Conference (IPCC). Although AdCom members are volunteers and are expected to seek travel support from their employers, PCS currently provides up to $1320US yearly for attending the 3 meetings; the travel allowance is $1000US per AdCom meeting for AdCom members outside North America.

If you're interested, or know someone who might be, please contact Atsuko K Yamazaki, chair of the nominating committee, at atsuko AT sic DOT shibaura-it DOT acjp . If you are interested and it is past the deadline, please contact Atsuko to begin a discussion of how you might position yourself to run in the future.

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Job Announcements

Editor's Note: We have had several requests to post job openings. If you would like to post your opening, please send the job announcement in a Word document with minimal formatting to Kit at pcsnews.editor@ieee.org. The jobs will remain on the list until the closing date listed in the announcement.

Note: This page will move to the PCS community site once we transition the newsletter to Drupal. You will be able to upload/manage your job announcements yourself--instructions to follow next month. (I will still moderate the postings.)

Proposal Writer / Manager

Position:	Proposal Writer/Mgr
Company:	JEM Communications, LLC
Location:	Columbus, Mississippi, USA
Salary Range:	$60-80,000 USD
Experience Required:	minimum 7 years
Contact:	Jane Smith, www.jemcommunications.com
Deadline to Apply:	open until filled

The Proposal Manager is responsible for the quality, compliance, and timeliness of technical and cost proposals throughout the proposal development lifecycle.

Position is in the area of Aerospace / Aviation / Defense.

The Proposal Manager performs the following duties:

- analyzes and scrubs RFPs (Requests for Proposals)
- develops outlines and compliance matrices
- develops and manages the proposal schedules
- initiates and facilitates all meetings and reviews
- serves as the primary point of contact for authors and teammates regarding proposal activities
- writes or edits corporate information, résumés, project descriptions
- proofreads and edits material submitted by authors to ensure a quality document is being distributed to reviewers and ultimately the customer.
- On some proposals, the Proposal Manager may perform as a volume lead for technical, management, or cost areas.

The Proposal Manager has responsibility to manage all phases of the proposal development process in response to US Government RFPs. The Proposal Manager manages the following:

- all aspects of proposal preparation, revision and submission
- coordinates inputs from technical, contracts, and finance departments
- coordinates internal reviews with upper management

Education, Experience and Skills

- BA/BS and minimum 7 years of applicable experience
- Working knowledge of DOD (Department of Defense) contract types and FAR (Federal Acquisition Regulation)
- Project management skills
- Ability to work independently as well as part of a team

- Capability to prepare winning proposals under tight schedule constraints and prioritize multiple tasks efficiently and effectively
- Written, verbal, and interpersonal communication skills
- Word processing and desktop publishing experience
- Attention to detail, including proofreading and editing skills
- Ability to coordinate and report on all related tasks of customer procurements
- Understanding of US Government contracting and proposal processes
- Experience as a contracting officer a plus
- Availability to work some evenings and weekends to meet changing schedules

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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-Hoekstra.

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Please do NOT submit articles as LaTEX files. They do not convert to HTML very well, and it's a major headache to ensure that text renders correctly. Also, turn off curly quotes if using Word. Acceptable file formats are .TXT, .DOC, and .RTF. Graphics can be .JPG, .GIF, or .PNG format.

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 AT 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 the (author, date) format for in-text references.** Do NOT use footnotes.
- **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.

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Editorial Schedule for 2008-09

BY KIT BROWN-HOEKSTRA

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

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

Editorial Schedule for 2008-09

Month	Theme
December2008/ January 2009	Presentations
February	Disaster Planning and Response
March	Communication and Social Networking
April	Technical Reports
May	Proposals
June	Grant Writing
July/August	Globalization/Localization
September	Visual Design
October	Making a Difference
November	Strategic Planning for Techies
December	Best Practices/Standards

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Guidelines

Book and Website Review Guidelines

BY KIT BROWN-HOEKSTRA

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 paragraphs, 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--5-6 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.

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