Using White Papers to Support Decision-Making

by Tracey N. Wofford

A Google search for the term "white paper" yields a variety of definitions — from government documents to marketing or sales tools. For the purposes of this discussion, I refer to white paper as a document used to inform or persuade an audience...**Read more**.

- **Call for Papers**

IPCC 2009

What do our practical experiences, theories, and research tell us about what constitutes "Po'okela," or "Commitment to Excellence," in the communication of technical information? How can we best define, measure, and achieve that excellence?....**Read more**

- **Project Management**

Project Management & Volunteerism

As a PMP® and project manager, I see volunteerism as the perfect win-win. You get to stretch your wings and grow in a low-risk environment, gain experience that is relevant in the private sector, network and meet new people, and give back to a cause that you care about....**Read more**.

- **Member News**

Nominations for Goldsmith & Other Awards

Lots of member news this month--from new senior members to opportunities to volunteer and to nominate folks for awards ....**Read more.**

- **Tidbits**

New ISO Standard Released!

Five articles await your attention this month. Two discuss how to get women interested in traditionally male pursuits, one talks about the new ISO standard, and another about Lola Zook... **Read More**.

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Feature

Using White Papers to Support Decision-Making

by Tracey N. Wofford

A Google search for the term "white paper" yields a variety of definitions — from government documents to marketing or sales tools. For the purposes of this discussion, I refer to white paper as a document used to inform or persuade an audience.

In my case, the Office of Institutional Effectiveness at Mercer University collects and analyzes data about the institution. The president of the university often requests reports that our office must sift through to form conclusions based on our research and to provide information to help in decision-making processes. Our direct audience is senior administration, but most reports are available to the public.

This article briefly describes the organization of and tips for writing these types of white papers.

Organization of a White Paper

- **Abstract or Executive Summary**: Summarizes the main points of the document. This section should be able to stand alone, states the problem, provides a solution or recommendation, and references the remaining information in the document.
- **Introduction or Background**: States the problem and why the audience should be concerned. This section may require some persuasion because the audience may not be aware or may not agree that a problem exists.
- **Solution or Recommendation:** Makes the argument for solving the problem. This portion includes data supporting the solution or recommendation, methodologies for how data was collected, and steps for how to accomplish the solution or recommendation.
- **Conclusion**
- **References**

Tips for Writing White Papers

- **Create an effective title**, especially if the white paper is unsolicited.
- **Write top-down**; most important information should come first.
- **Provide only pertinent information.** Resist the urge to provide a history or any extraneous technical explanations. Too much information can lead to skimming.
- **Ensure that the document fully explains the problem and offers a solution.** It is not helpful to the audience to know that a problem exists and not know how to solve it, nor is it helpful to read a recommendation and not

understand why it is made.

- **Persuade the audience to action.** Be sure to include steps to execute the solution and what specifically the audience should do next.
- **Avoid technical terms, acronyms, and jargon**. If these terms must be used, always provide a glossary.
- **Use graphs and charts where possible** to avoid overly complicated explanations of data. When using graphs and charts, audience's eyes tend to go straight to the illustrations, which is why it is extremely important to include full-sentence, detailed titles. Also refer to these graphics in the text when appropriate.
- **Bolster data.** Some people are suspicious of data; providing methodologies and referencing trusted sources strengthen your arguments.

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__Tracy N. Wofford__ is Director of Reports in the Office of Institutional Effectiveness at Mercer University. Her bachelor's and master's degrees are in Technical Communication. Email: .
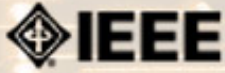
Project Management

Project Management & Volunteerism:
Pick a Non-Profit and Watch Yourself Grow

By Michelle LaBrosse

As a PMP® and project manager, I see volunteerism as the perfect win-win. You get to stretch your wings and grow in a low-risk environment, gain experience that is relevant in the private sector, network and meet new people, and give back to a cause that you care about.

The non-profit organization you're helping gets your time, expertise and passion for contributing. You get to show the time-tested Project Management techniques that can have a lasting impact on the organization. From establishing project agreements at the beginning of a project to capturing lessons learned at the end, basic Project Management approaches can make a big difference to any organization.

For you, it's an accessible and inexpensive way to grow personally and professionally. For the non-profit, it's a way to make the organization more efficient and effective without paying a consultant.

So, let's get started. Here are 10 steps to follow as you volunteer, grow your career and help an organization benefit from Project Management.

1. Choose an organization that connects to your personal passions or interests.

Are you a political junkie who gets energized by the campaigns or a home improvement nut who loves to do one project after another? If politics is your passion, campaigns at the local and national level are always looking for volunteers. Home improvement zealots and those handy with a hammer can get involved with organizations like Habitat for Humanity. Whatever organization you choose, make sure it's something that energizes you and fulfills you in a way that money doesn't. Think of this as a virtual paycheck that your soul cashes.

2. Match your skills to their needs.

Do your homework before you volunteer. Call the organization you're interested in and find out what kinds of needs it has. If a web master recently left, and you're an Internet hobbyist or professional, you could use your skills to have a real impact on the web presence.

3. Present yourself professionally.

Don't go into a non-profit and act like they should be lucky to have you. Instead, treat it like a job interview and prepare yourself beforehand. Know what your goals are that you want to achieve working with them, and position yourself to fulfill

those goals for them.

4. Use your volunteerism as a resume builder.

Is there a hole in your resume that has held you back? Maybe your boss thinks your leadership skills need some work, or maybe you have a weakness when it comes to managing budgets? Whatever your soft spot is, use your volunteerism to strengthen it and gain more experience. Also, use your volunteerism as a talking point in an interview. What you choose to do in your personal time says a lot about you to a prospective employer.

5. Create new relationships that expand your network.

Don't you just love it when people tell you to get out there and network? They make it sound like there's a special park you can go to and just walk out there and network. Simple, right? In my experience as a business owner, networking comes from building relationships. It doesn't happen by just walking into a room and making a dive for the coffee bar. It happens when people know you, trust you and get a sense of who you are -- which is exactly what can happen in a non-profit where you are volunteering with other people who share a similar interest.

6. Spread your wings in a safe environment.

Do you have a secret penchant for marketing but are afraid to explore it at work because you've never done it before? In our jobs, it's easy to get cast in a department for life, but as a volunteer, you can become the star marketer and write the monthly newsletter or a feature article on the newest member of the Board of Directors. If you have a secret dream to cross departments or shift your skill set, a volunteer position is the perfect place to spread your wings and test your dream.

7. Assess the opportunity for a high-visibility project.

Is there a project that is critical to the organization and that will offer exposure to the Board members of the non-profit? If there is, first assess the risk. You don't want to choose a project that is so high risk that your volunteerism could back fire on you. Instead, look for an opportunity where you can showcase your skills and talent, and let leaders of the organization see you strut your stuff.

8. See where you can have the most impact.

After you've worked at an organization for a while, you can begin to see their Achilles heel and where you might be able to help the most. For example, maybe you'll see that they don't have a consistent way of approaching projects or capturing lessons learned. If you can offer ways for them to incorporate some basic Project Management methodologies, the impact could be felt long after you've moved on to your next adventure.

9. Go to the annual event or fundraiser.

If the organization has an annual gala or fundraiser, make sure you make it there. It shows you're committed to the organization and gives you an opportunity to meet people at all levels of the non-profit. Doing the 'funky chicken" with the Executive Director is something that will be remembered!

10. Service with a smile.

Dr. Martin Luther King, Jr. said: "Everyone can be great, because everyone can serve." This is an opportunity for you to serve and have fun at the same time. Savor the lessons and bring them along with you wherever your journey takes you.

Chief Cheetah Podcast Is Yours for the Downloading

Want to hear what Michelle LaBrosse, PMP, and Chief Cheetah has to say about volunteerism and Project Management? 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

Copyright (c) 2008, Cheetah Learning. The Know How Network monthly column is written by Michelle LaBrosse and distributed to hundreds of media outlets around the world. Visit www.cheetahlearning.com for more information. You can also get your career in gear with CheetahWare, free Project Management tools from Cheetah Learning.

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.

Newsletter

◆IEEE   **Newsletter**   PCS
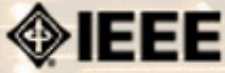
President's Column

by Mark Haselkorn

Professional communication is everywhere. Every time someone on the job writes an email or makes a presentation, they are engaged in professional communication. But, there are also instances of professional communication that are far less common and far more specialized.

Consider the following examples:

- Designing and implementing an effective content management system.
- Assessing and improving the usability of an interface.
- Creating a visualization of a complex data set that facilitates awareness and analysis of critical information.
- Analyzing and improving the interactions between humans and robots.
- Mapping and enhancing the collaborative decision making processes of a complex organization or community.

I could go on, but I think you get the idea. The IEEE Professional Communication Society not only understands the everyday professional communication issues faced by engineers and scientists every day of the week, but also has a highly specialized and nationally critical set of issues and research areas equal to those of any other IEEE society. So, whether you are interested in the communication that we all do, or the specialized communication issues that require years of training and experience to address, please consider joining us in what has been for me the ride of a lifetime.
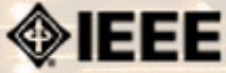
Have a great October and Happy Halloween.

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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.

Editor's Column

White Papers

by Kit Brown-Hoekstra

Subject matter experts (SMEs) are often asked to write white papers and other documents to describe some aspect of their area of expertise. For SMEs who don't write regularly, this task can be a bit intimidating. This month's newsletter aims to help you feel more comfortable in the realm of white paper writing.

The AdCom elections are done, and we have a talented group of people joining or continuing on the AdCom. The society is completely volunteer-driven, so please consider volunteering for one of the following:

- Help with the 2009 conference (contact Brenda Huettner at **bphuettner@ieee.org**)
- Provide tidbits or items of interest to the newsletter (contact Kit at **pcsnews.editor@ieee.org**)
- Provide articles or book/website reviews for the newsletter (contact Kit at **pcsnews.editor@ieee.org**)
- Create a podcast for the website (contact Sandy Bartell at **sandy.bartell@BOEING.COM** or Brian Still at **brian.still@TTU.EDU**)
- Write an article for the *Transactions* (contact Jo Mackiewicz at **mackiewicz@IEEE.ORG**)

For a list of upcoming newsletter topics, check out the **editorial schedule**.

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**.*

Writing White Papers

By Kit Brown

Stelzner, Michael A. (2007) Writing White Papers: How to Capture Readers and Keep Them Engaged. *Poway, California: WhitePaperSource Publishing. ISBN-13: 978-0-9777169-3-7.*

Stelzner's book is a great resource for people who have to write white papers. He walks the reader through the steps for researching and writing the paper, while also providing hints about what NOT to do. The book also discusses how to interview subject matter experts, how to market the white paper, and so on. It's an excellent resource!

At the end of the book, Stelzner has an appendices that include a getting started guide, sample white papers, and a list of other resources. That list alone is reason enough to get the book.

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Newsletter

Tidbits

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

New ISO Standard Released!

Contributed by Brenda Huettner

Anyone who uses application software needs accurate information about how the software will help the user accomplish a task. The documentation may be the first tangible item that the user sees and therefore influences the user's first impressions of the software product.

The new International Standard ISO/IEC 26514:2008 will assist documentation designers and developers and supports the interest of software users.

The standard defines the documentation process from the documentation developer's standpoint. It covers the phases involved in designing, specifying, and producing user documentation. It applies both to printed documentation and on-screen documentation...**Read more**.

Reuters Sues George Mason University for Reverse Engineering EndNote

Contributed by Luke Maki, from *Courthouse News, 17 Sept 2008*

ICHMOND, VA. (CN) - Thomson Reuters demands $10 million and an injunction to stop George Mason University from distributing its new Web browser application, Zotero software, an open-source format that allows users to convert Reuters' EndNote Software. Reuters claims George Mason is violating its license agreement and destroying the EndNote customer base.

Thomson Reuters also sued the Commonwealth of Virginia, in Richmond City Court. George Mason, founded in 1972, is a state institution.

Reuters says its EndNote Software "allows end users to search online bibliographic databases, organize their references, images, and pdfs in any language, and instantly create bibliographic reference style files and figure lists in Thomson's proprietary .ens style format for over 3,500 journals and publications."...**Read more**.

Girls and Math

from *Toronto Star, 30 July 2008I* By Antonia Zerbisias

Today, despite women's advances in most formerly all-male fields, their increased enrolment in math and science faculties,

as well as the publication of studies showing that girls equal boys in both math scores and ability, not much has changed.

Oh sure, as reported in the Star on Monday, one of Canada's two silver medal winners at the International Mathematical Olympiad this month was a girl, Yan Li, 17. But she was outnumbered by the boys on the team. What's more, all the top winners were boys, as they were last year.

As much as the math-loving feminist me hates to admit it, most mathletes are male.

Yet, last week, still another academic report was published, and seized upon by feminist bloggers, demonstrating that "standardized tests in the U.S. indicate that girls now score just as well as boys in math." ...**Read more**.

Morning MBA Programs

from *The Wall Street Journal, 20 August 2008* By SUE SHELLENBARGER

Ask any ambitious, young female college student about her plans, and she'll likely say she's heading for law or medical school, a great job or perhaps her own business start-up.

What she probably won't say: She wants to get an M.B.A.

The typical M.B.A. track runs a collision course with many young women's plans to start a family. Working four to five years after undergraduate school before enrolling, as many schools offering a master's in business expect, is a bridge too far for many women. The alternative -- seeking an M.B.A. at a younger age -- means shouldering roughly $80,000 in M.B.A. expenses at a life stage when many are laden with student loans and aren't making much money. Also, women tend to be more wary of the risk of taking time out for an M.B.A., for fear of hitting a glass ceiling...**Read more**.

Lola Zook's Papers Available

Contributed By Ed Malone

Lola M. Zook was a technical communicator from 1948 until her death in 1999. Her papers are housed in the Iowa Women's Archives at the University of Iowa. The collection even includes her baptismal gown and her wedding dress...
Read more.

Newsletter

Society News: PCS Events

Call for Papers for IPCC 2009

By Brenda Huettner

What do our practical experiences, theories, and research tell us about what constitutes "Po'okela," or "Commitment to Excellence," in the communication of technical information? How can we best define, measure, and achieve that excellence? The 2009 International Professional Communication Conference provides a unique forum for professionals from both industry and academia to explore possible answers and share their ideas and knowledge.

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

Society News: Member News

White Papers Available on Spectrum Online

Volunteer Training Modules Available

IEEE Press Editor Needed

Goldsmith Award Nominations

Women in Engineering Volunteer Opportunity

IEEE/UN Humanitarian Challenge

IEEE Engaging the World Newsletter

IEEE Offers White Papers

IEEE has added a new member benefit. You can now download white papers on a variety of topics from Spectrum Online... **Read more**.

Volunteer Training Modules Available from IEEE

From *Society Sentinel*

Technical Activities has expanded its volunteer training program to include short, on-line volunteer training modules. Each module will focus on information or a process that will assist volunteers in their IEEE activities. The goal of the program is to provide key volunteer information in a convenient, user-friendly format.

A listing of currently-available modules can be found at **http://www.ieee.org/go/volunteertraining**.

To date, nine modules are available, focusing on finances for Societies, Technical Councils and Technical Activities, as well as providing basic information on the IEEE, its organization, products and services. More modules are in development, and will continue to be added to the website.

Recruiting an Editor for IEEE Press Series in Professional

Engineering Communication

By Muriel Zimmerman

The IEEE Professional Communication Society (PCS) plans to develop a series of books for publication by IEEE Press. The working title for the series is The IEEE Series in Professional Engineering Communication. The focus will be on volumes with content particularly relevant to the needs of IEEE members. A preliminary proposal has been approved by the PCS Administrative Committee, and the IEEE Press has requested a full proposal.

The following topics have been identified for the first volumes in the proposed series; the list is meant to suggest broad areas of interest rather than to exclude other topics:

1. Graduate academic writing/communication tasks for electrical engineering and computer science students
2. Communicating in English: Strategies for non-native speakers for writing and presenting technical information
3. Engineers as entrepreneurs: Writing business plans, white papers, developing oral and web-based presentations for R&D fundraising
4. Communication strategies you didn't learn in school: Designing e-learning; webcasts; podcasts; vodcasts; accommodating disability, and more…
5. ABET accreditation: A handbook for engineering administrators and faculty

Recruiting a Series Editor

The position of Series Editor is open, and applications are invited. The successful candidate will refine and expand the preliminary proposal, identify potential authors, and prepare an expanded proposal for review by PCS Administrative Committee and IEEE Press. The new Series Editor will actively recruit additional titles and work to identify areas of interest to IEEE members.

Applicants should have the following qualifications:

- Thorough familiarity with research and theory in professional engineering communication and related fields to provide feedback on proposals and advice in revising manuscripts
- Well-developed contacts with academics and practitioners in professional engineering communication and related fields to facilitate identifying potential proposal and manuscript reviewers
- Knowledge of typical book publishing processes and procedures
- Experience with the generally accepted practices and procedures of peer review

Interested applicants should send (1) a CV and (2) a letter describing qualifications to Dr. Helen Grady, Chair, Editorial Advisory Committee of IEEE-PCS at this email address: **Grady_H@Mercer.edu**

Nominations now open for 2009 Alfred N. Goldsmith Award

By Muriel Zimmerman, PCS Awards Chair

Nominations are now open for 2009 Alfred N. Goldsmith Award for Distinguished Contributions to Engineering Communication.

Members of the technical communication community are invited to submit nominations for the 2009 Alfred N. Goldsmith Award for Distinguished Contributions to Engineering Communication. A nomination form, with links to information about criteria for the award and a list of previous winners, is available online at **http://ewh.ieee.org/soc/pcs/index.php? q=node/164**.

Nominations are open until March 1, 2009.

Represent PCS on IEEE Women in Engineering Committee

Contributed BY Mark Haselkorn and Keyanna Tennant

In an attempt to better serve IEEE members worldwide, the IEEE Women in Engineering Committee (WIEC) is requesting that each IEEE Society appoint a representative to the Women in Engineering Committee. The representative position is a non-voting position and would serve for the calendar year.

In 2007, WIE had Society Liaisons from AP, AESS, CAS, CPMT, CIS, EMC, LEOS, MTT, OE, NPS, R, PEL, PE, RA, and UFFC.

The representative (who should be member of IEEE WIE) will act as a conduit between your Society and WIEC. The following is a short description of what the job entails.

Act as a liaison between the Society and the WIE Committee. Participate in WIE Committee meetings and report to the Society President at regional meetings on WIE status and activities.

The WIEC meets monthly via one-hour teleconference meetings and traditionally twice a year in person. Representatives attendance at the in-person meetings is not required but encouraged and any expenses associated with travel is the appointed Societys responsibility.

If you are interested in acting as the PCS representative, please contact Mark Haselkorn at **markh AT u DOT washington DOT edu**.

IEEE/UN Humanitarian Challenge

Contributed By Luke Maki

IEEE is collaborating with the United Nations to develop technologies that serve and meet identified needs in the world. The committee has whittled the challenges to three:

- Reliable Electricity
- Data Connectivity for Rural Health Offices
- Local Management and Tracking of Supply Distribution

The committee will meet in Washington, D. C. USA in November to discuss next steps.

IEEE Engaging the World Newsletter

IEEE corporate has launched a newsletter called *Engaging the World.* This newsletter is intended to highlight IEEE members' efforts to make the world a better place. View the newsletter at

http://newsmanager.commpartners.com/ieeetw/issues/2008-08-27/email.html.

Newsletter

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.

ICMIT 2008

CISSE 2008

STC-ETC Chapter conference

IMETI 2009

ICMIT 2008

Conference:	4th IEEE International Conference on Management of Innovation & Technology (ICMIT2008)
Dates:	21-24 October 2008
Location:	Bangkok, Thailand
Website:	**http://www.ICMIT2008.org**

ICMIT2008 is the 4th International Conference on Management of Innovation and Technology, first initiated by the IEEE Engineering Management Society Singapore Chapter in 2000. ICMIT2008 intends to bring together scholars, industrialists, and entrepreneurs interested in improving their research and development, and business applications in innovation and technology management across a global network of diverse platforms. This conference is co-sponsored by IEEE Singapore Section and IEEE Technology Management Council.

ICMIT 2008 will include papers on the following topics:

- Technology Management
- Innovation Policy and Management
- Process Innovation
- Managing IT and E-Commerce
- Knowledge Management
- Project Management
- Supply Chain Management
- Sustainable Development
- Global Production Network
- Technology Intelligence and Planning

- New Product Development
- Entrepreneurship
- Human Resource Management
- Intellectual Property Right and Patent
- R&D Management
- Risk Management
- Six Sigma and Quality Management
- Service Science and Innovation
- Other Technology Management Issues

Authors are requested to submit full papers to the ICMIT 2008 conference via the conference website. The full paper should be no longer than 6 pages, including title of the paper, keywords, name and affiliation of the authors. All submissions will be peer-reviewed for technical merit and content. Accepted papers will be published in the conference proceedings which will appear in IEEEXplore database and indexed by Engineering Index (EI).

STC-East Tennessee Conference

Conference:	Practical Conference on Communication: "Technical Communication in a Global Economy"
Dates:	9-11 October 2008
Location:	Chattanooga, TN USA
Proposal Due:	7 July 2008
Website:	**http://www.stc-etc.org/pcpc.asp**

PCOC is back! The East Tennessee Chapter of the Society for Technical Communication revives this popular conference at The Chattanoogan hotel and conference center in Chattanooga, Tennessee October 10 - 11, 2008. This 25th PCOC event begins with an outdoor evening reception at the hotel Thursday, October 9 and continues in a multi-track, multi-session format in the conference center all day Friday and Saturday.

Keynote speaker Dr. Mark Mendenhall, distinguished business professor and expert in global leadership, will provide insight into the global corporate culture. Fun fall activities in the Chattanooga area make this an ideal conference to attend with family.

For a PDF with all of the "Call for Papers" information, click the following link: **http://stc-etc.org/PCOC25Call4Papers.pdf**.

For additional information on the conference, go to **http://stc-etc.org/pcoc.asp**.

CISSE 2008

Conference:	The Fourth International Joint Conferences on Computer, * * Information, and Systems Sciences, and Engineering (CISSE 2008)
Dates:	5-13 December 2008
Location:	Virtual
Proposal Due:	6 October 2008

Acceptance Date:	6 November 2008
Registration Due:	26 November 2008
Website:	**http://www.cisse2008online.org**

CISSE 2008 provides a virtual forum for presentation and discussion of the state-of the-art research on computers, information and systems sciences and engineering. CISSE 2008 is the fourth conference of the CISSE series of e-conferences.

The 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 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 and sent to the authors after the conference both on a DVD (including all papers, powerpoint presentations and audio presentations) and as a book publication.

Conference participants - authors, presenters and attendees - only need an internet connection and sound available on their computers in order to be able 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 their 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.

LISA Forum Europe

Conference:	LISA Forum Europe
Dates:	8-12 December 2009
Location:	Dublin, Ireland
Website:	**http://www.lisa.org/Dublin.613.0.html**

The LISA Forum Europe will be concentrating on the business impact in the globalization industry of operating without standards. Multiple tracks, case studies and end-user presentations will focus attention on the executive issues, skill sets and business challenges associated with implementing standards to meet worldwide customer requirements.

Key Topics

- Concrete Steps for Incorporating Standards into Enterprise Content Management Systems
- Benchmarking Your Globalization Engineering and Workflow Processes
- Translation Automation Standards: What is Feasible Today and What Will It Take to Implement?
- How Can Standard Methods (Best Practice) Enable More Companies to Use MT More Efficiently?
- Content Creation Standards: Current Practices for Product Globalization

IMETI 2009

Conference:	2nd International Multi-Conference on Engineering and Technological Innovation
Dates:	10-13 July 2009
Location:	Orlando, FL USA
Proposal Due:	24 October 2008
Notification:	17 November 2008
Final Paper:	4 February 2009
Website:	**http://www.2009iiisconferences.org/IMETI**

Engineering activities are based on the development of new Knowledge (scientia), new 'made things' (techné) and/or new ways of working and doing (praxis). Scientia, Techné and praxis are three important dimensions of a comprehensive conception of Engineering as a whole. Engineering, as Scientia, is mostly developed in academia; as techné 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 techné)
- 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.

Newsletter

Calls for Articles/Proposals/Courses

STC Summit Proposal Deadline Extended

Transactions Special Issue

LeaderPoint Executive Experience

Mentors Needed

IEEE Educational Opportunities

IEEE Transactions on Instrumentation and Measurement Special Issue

IEEE Systems Journal Special Issue

STC Summit Atlanta

Call for Papers:	**http://www.stc.org/announce/cfp.asp**
Location:	Atlanta, Georgia USA
Conference Date:	3-6 May 2009
Proposal Due:	**27 October 2008**

The proposal deadline has been extended to Mondya 27 October 2008. Get your proposal in now!

The Society for Technical Communication invites you to contribute your ideas, studies, experience and expertise at our Technical Communication Summit 2009, the 56th Annual Conference of the Society for Technical Communication.

The Society advances the theory and practice of technical communication across all user abilities and all media. Consequently, the core content of the Summit's education program will be based on six tracks that span the profession. Those tracks are detailed in this call for proposals. The work you are doing and have done is an important element in the education process, and we invite you to share it with Summit attendees.

All proposals must be submitted online!

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 their members to study our short web-based CPD courses at a discount of 10% off the published course fee. If you belong to one of the Professional Bodies listed below or the OU Alumni and are interested in any of the following courses please click on the relevant link for information about the course and how to register. **Read more**.

Transactions Special Issue

Call for Papers:	**http://ewh.ieee.org/soc/pcs/index.php?q=node/141**
Proposal Due:	various

A special issue is planned for the PCS *Transactions.* Topic is Assessment in Professional Communication.

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

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**.

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.

IEEE Transactions on Instrumentation and Measurement
Special Issue on Biometric Instrumentation and Measurement

Call for Papers: http://www.dti.unimi.it/~piuri/pages/TIM-SpecialIssueBiometricIMCFP.pdf

Submission Period: February 15 - March 1, 2009

Publication Date: December 2009

Biometrics is a growing and important applications area receiving significant interest as a result of the criticality and the social impact of its applications. In addition, the increasing worldwide interest in security makes biometrics even more valuable and desirable, from many perspectives including its theory, technologies, design methodologies, and applications. The constituencies that may benefit from this ever growing field include academia, industry, government, and the general public.

To create a biometric system various issues need to be studied in a comprehensive and integrated way: from sensing to measurement procedures, from signal analysis and interpretation to quality assessment, from feature extraction to classification and analysis, from knowledge creation to extraction, and much more. Integration and cooperative combination are other key aspects of biometrics applications.

This special issue is focused on publishing original papers that address instrumentation and m! easureme nt aspects of the design, implementation and applications of biometrics. Guest Editors of this special issue are: Fabio Scotti, University of Milan, Italy; David Zhang, The Hong Kong Polytechnic University, Hong Kong; Evangelia Micheli-Tzanakou, Rutgers University, USA.

Questions about the special issue should be directed to Dr. Fabio Scotti (fabio.scotti@unimi.it).p>

IEEE Systems Journal Special Issue on Biometrics Systems

Call for Papers: http://www.d! ti.unimi .it/~piuri/pages/ISJ-SpecialIssueBiometricsSystemsCFP.pdf

Proposal Due: January 15, 2009

Publication Date: August 2009

The increasing needs for security as well as medical diagnosis make biometrics more and more valuable world-wide, both as theory, technologies, design methodologies, and applications are concerned. To create a biometric system various issues need to be studied in an integrated way: from sensing to measurement procedures, from signal analysis and interpretation to quality assessment, from feature extraction to classification and analysis, from knowledge creation to extraction, from algorithms to data structure, from computational complexity to system performance, from system engineering to software engineering, from privacy to social implications, and much more. Integration and cooperative combination are another key aspects if biometrics systems and applications.

This special issue is directed to collect original papers that address any aspect of the design, implementation and application of biometrics systems, by focusing on a system-level perspective. Guest Editors of this special issue are: Vincenzo Piuri, University of Milan, Italy; Jie Tian, Chinese Academy of Sciences, China; and Evangelia Micheli-Tzanakou, Rutgers University, USA.

Questions about the special issue should be directed to Prof. Vincenzo Piuri (vincenzo.piuri@unimi.it).

Society News: AdCom News

AdCom Election Results

By Atsuko K. Yamazaki, Chair, Nominating Committee

The election closed 15 October 2008. Results will be posted in the October newsletter.

The following people have been elected to the Advisory Committee (AdCom).

- **Helen M. Grady**, Mercer University, U.S.A.
- **Thomas Orr**, University of Aizu, Japan
- **Julia M. Williams**, Rose-Human Institute of Technology, USA
- **George F. Hayhoe**, Mercer University, USA
- **Marie C. Paretti**, Virginia Tech, USA
- **Sandy Bartell**, The Boeing Company, USA

Congratulations to all our newly elected and continuing AdCom members! We couldn't survive as a society without such a dedicated group of volunteers.

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**.

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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.w3.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.
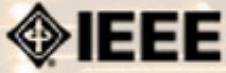
Guidelines

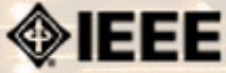# Editorial Schedule for 2008-09

by Kit Brown

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**.

Editorial Schedule for 2008-09

Month	Theme
October	Reports and White Papers
November	Information Architecture
December	Presentations
January 2009	Trends
February	Disaster Planning and Response
March	Making a Difference
April	Technical Reports
May	Proposals
June	Grant Writing
July/August	Globalization/Localization
September	Visual Design
October	Writing for the Web
November	Strategic Planning for Techies
December	Best Practices/Standards

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.