



# Newsletter



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## Best Practices for Managing Technical Reviews

BY MEGHASHRI DALVI

How often have you encountered quality problems because the review is insufficient? How often have you struggled to get in last-minute reviews and still make the deadline? And, how often have you wished for a perfect reviewer who gives good inputs on time and does not venture into choice of verbs or grammar?

Managing reviews is perhaps the weakest link in the process of creating a good and complete technical content—whether it's a user's guide, a technical manual, or a marketing document. The problem lies in the communication gap that always exists between the writer and the reviewer...[Read more.](#)

### IEEE-PCS AdCom Elections

#### Vote by 30 October

Each of the candidates was asked to respond to a set of questions. Please review their statements and then vote for the two candidates you would like to represent you this year. Ballots are due via the online voting by 30th October, 2008...[Read more](#)

### Writing

#### Writing for the Web

Ever since it became popular, I have been hearing that writing for the Web is different from writing for print. I have always been skeptical of this assertion and now after years of experience I am certain that it is wrong...[Read more.](#)

### Project Management

#### What's in Your Backpack?

A couple of years ago, I was featured on CNN pouring out the contents of my backpack. The story was about how I ran my business virtually from wherever I was with the trusty items carried on my back. As you might imagine, there were all the usual suspects...[Read more](#)

### Research

#### Mentors Help Students

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## Feature

### Best Practices for Managing Technical Reviews

BY MEGHASHRI DALVI

How often have you encountered quality problems because the review is insufficient? How often have you struggled to get in last-minute reviews and still make the deadline? And, how often have you wished for a perfect reviewer who gives good inputs on time and does not venture into choice of verbs or grammar?

Managing reviews is perhaps the weakest link in the process of creating a good and complete technical content—whether it's a user's guide, a technical manual, or a marketing document. The problem lies in the communication gap that always exists between the writer and the reviewer. The expectations are not set, the constraints are not elaborated and most importantly, the value of the review is not defined clearly.

A simple set of five best practices can help overcome these problems:

1. Describe "what" is expected in the review.
2. Define "who" will do the review.
3. Determine "where" the review process goes in the project schedule:.
4. Guide "how" to do the review.
5. Close the review process properly.

#### 1. Describe "what" is expected in the review.

Many reviewers face a dilemma of where to focus in a review. Explain what you are looking for, mainly the completeness and technical correctness of the content. Also, highlight your audience and the intended usage so that the review is properly aligned. Ask for specific points or clarifications wherever applicable and as well as for general feedback, such as if figures are clear.

Then, explain what you are NOT looking for. Gently drop a hint that the grammar and formatting will be managed by you / peer writer / editor. That frees the technical reviewers to do what they do the best.

Some may still insist on use of specific words or formats. Do not ignore them. Check if these suggestions have any relevance, or if they are standard usage within the company and accept or reject the suggestion accordingly. Do not forget to acknowledge the reviewer's contribution.

For some reviewers, a huge document poses a daunting task and an opportunity to dodge it. This problem can easily be solved by highlighting the portions where you need their feedback. Providing a 10-page document with a few paragraphs marked for review, and the task suddenly becomes easy for them. Dividing the review items into smaller chunks has always worked for me.

Grouping the relevant items together for review is also effective. For example, a feature may get described in the user's guide, product brochure, API guide, and troubleshooting guide. If you pull all these bits together and form a smart document, it gets more appropriate and precise review, especially from project managers or senior analysts who have a complete and bigger picture of the project.

Over a period of time, you can convert these review guidelines into a formal procedure and include them in the process documents.

#### 2. Define "who" will do the review:

Ownership is a big issue in any project and ambiguous or undefined ownership leads to major snags. Early in the project, identify the reviewers assigned and include the "review" task in their task list. Ensure that the progress on review is also included in the

periodic status reports. Insist on correct prioritization of the review task. Highlight overdue reviews and get a firm commitment from the owners. For genuine difficulties, you may want to reassign the review or reschedule it. But, make sure that your document delivery date is also adjusted accordingly.

If this has not been the standard system in the company, you may need longer time to get this practice going. However, once you establish it, the review tracking will be much smoother and the bottlenecks much clearer.

### **3. Determine "where" the review process goes in the project schedule:**

This practice may look tough to introduce, but it's worth every bit of your efforts. Include the review in the development cycle of the project, as well as in the development cycle of the technical documentation. You will need a lot of convincing and supporting facts to get the review process in. Make those efforts for a long-term benefit.

Having a rightful place in the cycle ensures formal budget of time and efforts to the review. The tasks also get routed correctly and along with the practice #2, clearly define ownership of the task. Once the reviewers have formal review assignment and allotted time, a major hurdle of getting review done is crossed.

### **4. Guide "how" to do the review:**

We spend hours with writing or editing tools, and feel very comfortable with them. The reviewers, however, might be more comfortable with code writing (and Notepad!) and struggle with "how" exactly to get their comments across. Some choose to print the content and write comments by hand. Some open a separate document (or text file) and painstakingly put their comments against page numbers and line numbers. Some even put the feedback in an email.

To streamline the process of review, train reviewers in the review tools. Help them with the "Track Changes" feature of Word and explain how each reviewer can set different colors to personalize the comments. If available, Acrobat can be a great reviewing tool, too. If some reviewers are still not comfortable, put a simple spreadsheet-based system in place. Convince all the reviewers to use the same system for consistency and also for tracking the implementation of review comments.

### **5. Close the review process properly:**

This practice may look minor or insignificant, but in reality this act keeps your reviewers happy and enthusiastic for the next review. Everybody likes acknowledgment and appreciation. Give it by replying to the reviewers with how many changes are accepted / rejected and why. Thank them when they provide feedback.

You can actually put the action taken by you in a column in the review spreadsheet. Or even add tiny "Thanks" / "Good point" type comments in the feedback document. Save the feedback of everybody and then make it available at some common location. It helps build a knowledgebase and a treasure of comments—some worthy a great applause!

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*Meghashri Dalvi has combined her love of writing with engineering and management background to create a successful career in technical communication. She currently works as a Consulting Technical Communicator in India, and is pursuing her doctoral research in Management.*



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## Feature

### **Mentoring: The Relationship That Makes The Difference In Scientific Research Training For Youth in Brazil**

BY ISABELA CABRAL FÁLIX DE SOUSA AND ANA TEREZA PINTO FILIPECKI

Brazilian socio-economic inequalities and their impact on education and employment are well documented (Menezes Filho & Scorzafave 2009). In general, Brazilian students tend to achieve less in science, mathematics and problem-solving (PISA, 2006; Bussiã're et al 2006). Nevertheless, those in Brazil who have the opportunity to go to High School may take part of interesting educational programs in science training for youth.

Current Brazilian initiatives in science call for educators, scientists, and students in all levels to participate in endeavors in diverse environments both at school and outside the classroom. Some of these programs are funded by the Brazilian States. A few are slowly becoming more democratic because they started attracting teenagers from underprivileged backgrounds.

The importance of research training in science for youth is that they may foster related interests and demystify science practices. For instance, Roberts & Wasserug (2009) have demonstrated that in the United States High School students who had the chance to take part of scientific research are more prone to develop a career in science than those students who only began these activities during their undergraduate studies.

Our study concentrates on the relationships between advisors and their students at the Vocational Scientific Program (Programa de Vocaão Cientãfica) called Provoc, at Joaquim Venãncio Politechnical Health School ([www.epsjv.fiocruz.br](http://www.epsjv.fiocruz.br)). This program emerged in Rio de Janeiro, in 1986, and it is part of a much larger biomedical research organization named Oswald Cruz Foundation (Fundaao Oswaldo Cruz - FIOCRUZ), associated with the Brazilian Ministry of Health.

Over the years, Provoc has stimulated High School students to experience research activities, primarily in Biomedicine, but also in the fields of Human and Social Sciences. Provoc works with partnerships between public and private High Schools, and is a model to other Brazilian institutions of Science and Technology. Provoc's mission is that High School students take part in research activities weekly during up to three years. This program depends on researchersã™ will to play the role of advisors (Filipecki et al. 2006, Filipecki et al. 2009).

We studied the advisor-student relationship from the perspective of both the researchers and their students. In 2005, we interviewed the best 22 researchers according to Curriculum Vitae standards. Later, in 2007 and 2008, we interviewed 24 alumni from the program who remained at the institution conducting research.

We concluded that the relationships students have with their advisors are crucial for former studentsã™ continuation in the scientific career (Sousa, 2009). In these relationships, advisors give material and symbolic incentives to students. Advisors invest in seeking grants to have students as research assistants. Advisors may also guide students toward the rituals of higher academic levels. Sometimes, advisors become mentors because the relationship with their students unfolds into a lasting influence in their scientific careers and sometimes in personal matters.

To track the way this process evolves, it was observed that many students follow their advisorsã™ professional fields of studies. Advisors act as role models and may help students either confirming their career choices previous to entrance in the program or in awakening students to a new professional occupation.

The results indicate that the advisorsã™ investments in studentsã™ careers develop in different ways. More often, advisors help studentsã™ progress at the same institution where research activities are performed. In a few cases, alumni reported that advisors

guide them toward research activities at other universities, and may even provide them contacts to progress in their scientific careers or professionally elsewhere. It was finally observed that other professional role models or other circumstances that occurred had a more impacting influence than the advisor in the pursuit of a scientific career.

Contemporary science development poses many challenges concerning educational matters for the next generation of scientists. Questions about ethical responsibilities of scientists are central (Petersen, 2003). The scenario in science is distracting because, increasingly, entrepreneurial skills are being required from the researchers and students alike, obscuring the greatness of the human dimension that all activities unfold.

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## Writing

### Myths and Realities of Writing for the Web

BY PHILIP YAFFE

Ever since it became popular, I have been hearing that writing for the Web is different from writing for print. I have always been skeptical of this assertion and now after years of experience I am certain that it is wrong.

To paraphrase poet Gertrude Stein: "A text is a text is a text". Whether it is on a piece of paper or a computer screen is of little consequence. What makes a good text good is universal. It does not change because it is printed on paper or on a screen.

Let me demonstrate this by analyzing the plethora of articles that try to suggest otherwise.

The standard argument is that web readers are in a hurry, so they probably aren't going to read the entire article as they would in a print publication.

My background is journalism. I have been a writer with *The Wall Street Journal* and editor of a local daily newspaper. During my first course in journalism 40 years ago, the professor said something rather shocking: "Newspaper readers are in a hurry, so they probably aren't going to read your entire article."

This was very demoralizing, because we all believed that the objective of journalism was to write articles that people would read all the way through. Our egos were bruised. The professor, who knew what we were thinking, continued. "Our purpose is not for people to read everything we write, but to dispense useful information. As a writer, you are not the best judge of what is useful. Only the reader is."

If you think about it, this assertion should come as no surprise. When you start reading an article in a newspaper, how often do you actually finish it? Chances are not very often. News articles are specifically designed to help you decide how much you really need to read, so you can quickly go on to something else. If this weren't the case, people wouldn't read newspapers at all, because it would take them all day to do so.

The fact is, all these articles about writing for the web generally tell you what journalists have known for centuries. There may be some technical things about writing for the web that should be taken into account, just as there are about writing for print. However, good writing is good writing, so the differences pale into insignificance compared to the similarities.

To prove the point, here is a list of tips and recommendations proffered by these articles:

#### **1. Keep in mind that readers probably aren't going to read your entire content as they would a print publication**

This statement, discussed above, is worth repeating because it is usually the "most important" thing these articles tell you. As we have just seen, it is nonsense. We could perhaps make a distinction between a daily newspaper and a weekly or monthly magazine. Magazine readers generally do have more time to read. Nevertheless, it still is not the objective of professional writers that people read their articles from beginning to end, because for the vast majority of readers doing so simply wouldn't be worth their while.

#### **2. Limit your text to 600 - 700 words**

Again, this statement is nonsense. There is no arbitrary limit to how many words people will read; that depends on the article and their interest in it.

Personally, I have stopped reading almost anything I find on the web that is less than 600 - 700 words, because such articles are generally shallow and prescriptive. So many

of them offer a list of three, five or ten things you must do to achieve a particular objective. But they seldom give you sufficient (if any) explanation of why you should do them, other than because the writer says so.

Another argument asserts that you should limit yourself to only 600 - 700 words "because people don't like to read long texts on the screen". This is also fallacious. If people find an article sufficiently interesting but difficult to read on the screen, they will simply print it out and read it on paper.

### 3. Use headings and subheadings

The reason for this, we are told, is because web surfers like to read in "nuggets", i.e., small bits of text rather than long, flowing verbiage. This is a valid point. And, is what newspapers and magazines have been doing forever.

There is, however, a much more important reason for using headings and subheadings. They allow readers to pick and choose the information they want to read, which is also something newspapers and magazines have been doing for ever.

Most good articles start off with an overview (the "lead" in journalese). The overall theme is then broken down into five or six sub-themes. As a reader, you may not be interested in exploring all of them, but only one or two in particular. The subheadings show you exactly where they are. In other words, you don't have to read everything in the article to find the particular information you are looking for. The subheadings lead you right to it.

### 4. Write shorter paragraphs

Again, look at newspapers and magazines. Long paragraphs are generally conspicuous by their absence. Occasionally, you will even find paragraphs as short as a single sentence. Why?

The technical reason is to help the reader's eye to move comfortably down the page. A more important reason is that shorter paragraphs make it easier for readers to rapidly absorb what is written. Grammarians sometimes criticize newspapers and magazines for their illogical paragraphs. However, they make no pretense of being logical, but rather psychological.

It is true that search engines will more easily pick up your text if you consistently use shorter paragraphs. This is indeed specific to writing for the web and not to be neglected. However, since you should be writing this way anyhow, search engine optimization (SEO) becomes a bonus, not a *raison d'être*.

### 5. Write tightly

In other words, eliminate unnecessary adjectives, adverbs, jargon, etc., that add nothing to meaning, but simply clutter the page. Duh! This is what professional newspaper and magazine writers do as a matter of course; otherwise, they wouldn't have a job.

Writing tightly also means eliminating anything that is not germane to the text. That odd fact you picked up or that cute anecdote may be very interesting. However, if they do not advance the purpose of your article, they become distractions. Get rid of them and save them for another article where they might really add something.

### 6. Put key information up front

"Because web users scan articles, you need to get out the basic tenets of your article in the beginning of the text." Duh!

Newspaper and magazine readers also scan articles. In fact, there is a journalistic technique called the "inverted pyramid" that specifically addresses this phenomenon. The inverted pyramid is like a triangle standing on its point. All the key information is put at the top (the "lead"), with detailed information filling in the rest of the pyramid (the "body") in descending order of importance.

By reading the first couple of paragraphs or so, you get a good overview of what the article is all about. You can then decide to continue reading or go on to something else. Moreover, because the information in the body is arranged in descending order of importance, you can stop reading at virtually any point you want in full confidence that you will not be missing something seriously important further down.

Arranging information in descending order of importance makes the inverted pyramid extremely useful to readers and a major challenge to writers. Mastering the art of putting information into descending order of importance is a key attribute that distinguishes a

professional writer (one who gets paid for writing) from an amateur.

In conclusion, note that this article runs to 1382 words. If you have read this far, it is because you felt you were getting something of value. It is as short as it possibly could be while still saying everything that needed to be said. If it had been artificially restricted to 600 - 700 words, it would have been too short -- and most likely a terrible waste of your time.

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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](http://storypublishers.be)) and *Amazon* ([amazon.com](http://amazon.com)).*

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## Project Management

### What's in Your Backpack?

BY MICHELLE LABROSSE

A couple of years ago, I was featured on CNN pouring out the contents of my backpack. The story was about how I ran my business virtually from wherever I was with the trusty items carried on my back.

As you might imagine, there were all the usual suspects: my laptop, iPhone, digital camera, and chargers. And, then, there were also some creature comforts: my MP3 player, a book, a sweater, healthy snacks, water and noise-cancelling headphones.

After the story aired on CNN, I received a lot of e-mails from people telling me their own road-warrior tales and what they couldn't live without when they traveled. And, it got me to thinking about what was in my backpack that was intangible. What were all the things that really helped me build my business that could not be physically seen?

So, here's my list of what's in my backpack that matters most, but isn't necessarily detected by the TSA at a security check.

**1) Passion.** Yes, it's true I'm a Project Management junkie. I'm passionate about the power of Project Management, and I get excited every time I use my Project Management skills to solve a problem or bring a project to completion. It doesn't matter what you're passionate about, but what does matter is that you carry the magic of your own passion with you wherever you go. Bring it on!

**2) Think like an engineer.** You may have heard about the lazy engineer? In engineering, we don't look at the word "lazy" like every one else. To us, it means finding a smarter and faster way to do something that may not take as much energy or resources. In this context, lazy is a good thing. Think of the person in your office who spends all of his or her time looking very busy but accomplishing little. When you think like an engineer, you are always looking for better and more efficient ways to do things.

**3) Mastery.** In Malcolm Gladwell's book, "Outliers," he proposes that it takes 10,000 hours to truly master anything. Wow. When I read that, it really resonated with me because I've spent my entire career focusing on the mastery of Project Management. So, I realized that a huge part of my success has been the 10,000+ hours of experience I carry with me in my backpack. I also think that number is inspiring because it says that if you invest the time and passion in anything, you can become a master at it. Don't let anything hold you back from attaining a higher level of mastery in Project Management. Whether it is your PMP® or ongoing development of your PM skills, make sure you use your talent to the fullest.

**4) Focus.** With all the information coming at us from all directions, the idea of focus is simple, but not always easy to do. Whenever you are feeling overwhelmed by a project or a goal, make sure you take the time to break it down and focus on what you have to do to get the job done. This is where project plans are invaluable. I've always seen them as calm within the chaos. If a project feels like it's getting out of control, the project plan is the perfect way to get every one and every thing centered and back on track.

**5) Persistence.** There are millions of ideas buzzing around, but how many of them ever see the light of day? The ones that do evolve from idea to reality are driven by people who follow through with persistence and aren't happy until they see the successful completion of a goal. I had a vision for my company, and I've hit many obstacles along the way, but it has always been my persistence that has kept me going.

**6) Humble humor.** Humility and humor are both powerful friends to have along with you on any journey, and when you put them together, they can't be beat. I'm very good

at laughing at myself and knowing when I've made a mistake. It's very powerful for your team to see the boss make a mistake, admit it, laugh about it and move on. The air is thinner at the top of the mountain, that's why we all need to tumble down now and again to gain some perspective.

**7) Service.** Martin Luther King, Jr. said: "Every one can be great, because every one can serve." Service to others has been a cornerstone of my own personal and professional success. When you serve others, you learn so much about yourself. You receive more than you give. Where else does that kind of math work? Another bonus: service and passion go nicely together. Tie your passion into a way to serve others, and you have a home run.

Okay, so are you thinking: 'Nice backpack â€" you got there, but where do I begin?' Start here. Think about the successes you've had so far in your life (small and large). What do you attribute them to? Now, ask yourself how can you build on them? What can you do to take yourself to the next level? How can you move your Project Management skills to a level of mastery?

At Cheetah Learning, we're rooting for you. Nothing makes us happier than hearing success stories about how Project Management impacts people's lives in a positive way. If you're carrying a Project Management story or two in your backpack, let us know. We'd love to hear about it at [marketing AT cheetahlearning DOT com](http://marketing.AT.cheetahlearning.DOT.com) .

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Want to hear what Michelle LaBrosse, PMP, and Chief Cheetah has to say about what's in her backpack? 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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## Editor's Column

### Best Practices

BY KIT BROWN-HOEKSTRA

Best practices, when documented and shared, enable experts to share their experience and knowledge with more junior team members and facilitate consistency, not only within a team or company, but across industries.

However, best practices are not stagnant. As technology and understanding evolve, so do the best practices. There is a constant tension between what has been the best way to do things, and innovation that requires a new way of doing things.

It is, therefore, important to examine our current best practices and determine whether or not they are still the "best" way to do things.

#### Components of a Best Practice

"A best practice is a technique or methodology that, through experience and research, has proven to reliably lead to a desired result. A commitment to using the best practices in any field is a commitment to using all the knowledge and technology at one's disposal to ensure success." ([WhatIs.com](#))

As the quote above suggests, best practices are derived from experience, and all best practices share the following characteristics:

- **Repeatable.** The process can be done the same way at different times and places, and produce reliable, quality results.
- **Balanced.** Best practices balance efficiency, cost, and quality to produce the best results within a given set of constraints.
- **Measurable.** The results of using best practices can be quantified in terms of improved quality, efficiency, efficacy, safety, etc.
- **Timely.** Best practices provide results when they are needed in the process.
- **Integrated.** When one best practice intersects with another, the resulting process is smooth and effective.

The purpose of a process or best practice is to facilitate the completion of a task. When the process begins dictating the work or when the process gets in the way of doing the work, then it's time to change the process.

Reviewing processes and best practices annually is a good way to ensure that you don't get stuck in "we've always done it that way" syndrome and to ensure that you are staying on top of advances in your field that might indicate new best practices. These reviews enable you to be proactive rather than reactive in your approach to implementing best practices.

If you have questions or comments, please contact me at [pcsnews DOT editor AT ieee DOT org](mailto: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@ieee.org](mailto:pcsnews.editor@ieee.org).*

## Standards Help Develop Best Practices

BY KIT BROWN-HOEKSTRA

Many standards exist that can help you develop best practices within your organization. Some of the more well-known ones include the following:

- Web standards: <http://www.w3.org/>
- OASIS: <http://www.oasis-open.org/home/index.php>
- ISO: [http://www.iso.org/iso/iso\\_catalogue.htm](http://www.iso.org/iso/iso_catalogue.htm)

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## Tidbits

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

## Difference Between Information Architecture and Content Strategy

CONTRIBUTED BY RAHEL BAILIE

Information architecture is concerned with site structure, and content strategy is concerned with content structure. It's kind of a hybrid between IA and single-sourcing (but that's more about implementation). CS is becoming a field in its own right, and really, the discussions and knowledge need to be developed specific to it.

There's a great article by Rachel Lovinger on this, as well... [Read more.](#)

## Disruptive Technologies

CONTRIBUTED BY BILL SWALLOW

The tension between doing things the old way (for good and valid reasons that may no longer apply) and newer ways to do things should be of interest to everyone.... [Read more.](#)

## Using T-Letters to Find a Job

FROM *TECHWR-L*, 12 JUNE 2007

The current job search environment encourages people to be creative in their search for employment. One technique is the T-Letter, which basically maps the listed job requirements to your skills. Proponents say that this approach has resulted in significantly more interviews when they've used it... [Read more.](#)

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## President's Column

### President's column

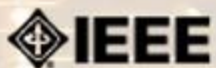
BY MARK HASELKORN

no column this month

\*\*\*\*\*

*[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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## Around IEEE

[Vote in Election](#)

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[IEEE EAB Nominations](#)

## Vote in the IEEE Annual Election

FROM *IEEE SOCIETY SENTINEL*, 15 SEPTEMBER 2009

IEEE members are requested to participate in the annual IEEE elections. This is your opportunity to provide input to determine who will serve on the IEEE Board of Directors, Member and Geographic Activities Board, Technical Activities Board, IEEE-USA Board, and Standards Association Board. The ballots for the IEEE Annual Election have been mailed to all eligible IEEE voting members. Please remind the members in your Geographic Unit to vote. The IEEE Annual Election Web page has more information about the election and a link to access the ballot electronically. **Ballots must be received by 12:00 p.m. CT (17:00 UTC) on 1 October 2009.**

## IEEE Editorial Board Nominations

FROM *IEEE MGA SCOOP*, 18 SEPTEMBER 2009

[IEEE Press](#) is seeking nominations for qualified candidates who are willing to serve, if elected, on the IEEE Press Editorial Board or in the position of Editor-in-Chief.

Members of the Board serve three-year terms, with a maximum of two terms. The Editor-in-Chief serves a two-year term, which may be renewed. A member of the IEEE Press Editorial Board must be an IEEE Member, Senior Member, or Fellow. The primary duty of Board members is to provide technical and scientific expertise in the development of world-class, technical books. Board members are asked to work on a continuing basis with the Editor-in-Chief and professional acquisitions editors to recruit authors, review their proposals, and assist in identifying technical reviewers of proposals, and complete book manuscripts.

Please e-mail nominations to Lani Angso (l.angso@ieee.org) by **21 September 2009** (with a biography of no more than two pages that demonstrates the candidate's interest and technical experience). Self-nomination is permitted. Please e-mail Ken Moore (k.moore@ieee.org), Director, IEEE Book & Information Services, for additional information.

## Call for Recommendations for 2010 EAB Positions

The IEEE Educational Activities Board (EAB) Nominations and Appointments (N&A) Committee invites recommendations for 2010 Chairs of EAB Councils and Committees and other EAB positions:

- Accreditation Policy Council (APC)
- Awards & Recognition Committee (ARC)
- Pre-University Education Coordinating Committee (PECC)
- Continuing Professional Education Committee (CPEC)
- Public Awareness Committee (PAC)
- Society Outreach Committee (SOOC)
- Section Outreach Committee (SEOC)

The EAB N&A values the following criteria for all EAB positions:

- experience or high-level of interest in education
- record of being an active volunteer and contributor
- willingness to serve
- high skill level or interest expressed in area needed by the EAB position

To make a recommendation, please e-mail a brief position statement and bio to EAB (eab-admin@ieee.org) by **1 November 2009**. For more information about the EAB Committees, please see the EAB Operations Manual.

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## Society News: AdCom News

### AdCom Elections Open Until 30 October 2009

BY ATSUKO YAMAZAKI

The following people have been nominated for the four open AdCom positions:

- [Majorie Davis](#) (Mercer University)
- [Michaël Steehouder](#) (University of Twente)
- [Suguru Ishizaki](#) (Carnegie Mellon University)

Marjorie and Michaël are current AdCom members interested in continuing their service. Suguru is the winner of the IPCC 2009 Best Paper award and is interested in becoming more active in the society.

Each of the candidates was asked to respond to a set of questions. Please review their statements and then vote for the two candidates you would like to represent you this year. Ballots are due via the online voting by 30th October, 2008. Vote at <http://ewh.ieee.org/soc/pcs/index.php?q=node/876>.

(You must be a PCS member to vote and must have a PCS portal login to access this page. To request a login, send a request via this page: <http://ewh.ieee.org/soc/pcs/index.php?q=contact>.)

**Marjorie T. Davis, Ph.D.,  
Professor, School of Engineering, Mercer University**

#### Who are you and what do you do in your career?

I am professor and founding chair of the Department of Technical Communication at Mercer University. We offer communication courses to engineers at both the bachelor's and master's levels, plus we offer a BS and MS degree in technical communication.

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

I served for three years as Membership Development Chair. I have served on several *ad hoc* committees, notably the Operations Manual, Strategic Planning, and Conference Quality committees. I was General Chair of IPCC 2005 in Limerick, Ireland, which was a very successful conference. I regularly present and publish proceedings papers for IEEE PCS events. I am a Senior Member of IEEE.

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

I am also active in Society for Technical Communication, where I am involved in a leadership role in creating the body of knowledge for the profession. Awards include the Jay R. Gould Award for Excellence in Teaching Technical Communication, Frank R. Smith Award for Outstanding Journal Article, and Fellow recognition. I have held many different volunteer positions with STC over the past 15 years.

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

Because I have years of experience on the board, I bring perspective and insights about society management, conferences, and strategic planning. I have also helped to strengthen the focus on international collaboration and information sharing. Capturing and transmitting corporate memory/knowledge are important for sustainability and positioning of PCS as a Society. In my opinion, PCS is poised to take a much stronger

role in professional and technical communication, both within IEEE and within the discipline of technical communication. I would like to help contribute towards that increased role.

**How many meetings will you attend each year?**

All of them.

**What is your current IEEE membership grade?**

Senior Member.

**Michaël Steehouder**

**Professor, University of Twente, the Netherlands**

**Who are you and what do you do in your career?**

I lead the department of Technical and Professional Communication at the University of Twente, with 25+ tenured and temporary faculty members for teaching and research. Our fields of interest include communication skills, organizational communication, e-government, e-health, user support, document design and accessibility. My own research focuses on user support and rhetorical aspects of technical communication.

I published over 200 articles, book chapters and a number of text books, both in Dutch and English. I received the Ronald S. Blicq Award for Distinction in Technical Communication Education (2006) and the CPTSC 2009 Distinguished Service Award. For more details: [www.michael.steehouder.nl](http://www.michael.steehouder.nl)

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

I have been a PCS AdCom member since 2004, and my main responsibility was representing PCS in the international platform Intecom. I am the conference chair of IPCC 2010 in Twente, the Netherlands.

I have been an associate editor of the *IEEE Transactions* on technical communication since 1997.

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

I am a member of STC and STIC, the Dutch society for technical communication. I was president of STIC from 2000-2007, and I was appointed as honorary member in 2008.

Representing STIC, I was one of the founders and board members of TCEurope, the European platform for organizations of technical communication. Within that organization, we developed the European guidelines for the education of technical communicators. Representing IEEE-PCS, I am currently Vice-President of Intecom.

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

First, I will act as conference chair of IPCC 2010 and I am determined to make it one of the most successful IPCCs ever. I would like to continue my task as representative in INTECOM. In addition, I would like to strengthen PCS's role as a platform for research into the professional communication of engineers.

**How many meetings will you attend each year?**

All

**What is your current IEEE membership grade?**

Senior Member

**Suguru Ishizaki**

**Associate Professor, Carnegie Mellon University**

**Who are you and what do you do in your career?**

I am an Associate Professor of Rhetoric and Communication Design in the Department of English at Carnegie Mellon University, where I am responsible for developing and teaching courses on visual/multimedia design, user-centered design methods, and visual rhetoric that target professional & technical writing students, both at the graduate and undergraduate levels.

I was recently appointed the co-director of the masters program we are offering jointly with the School of Design. I regularly advise masters and doctoral students whose projects are related to design and communication inside and outside of my department—including Human Computer Interaction, Design, and Architecture. I also have a courtesy

appointment in the School of Design at Carnegie Mellon.

My current research projects include computer-aided, corpus-based rhetorical analysis, intelligent critiquing systems, and visual-verbal rhetoric. My professional experience includes user-experience design, software engineering, product management, and visual/multimedia design. I have a PhD and MS in Visual Studies from MIT, and Bachelor of Art and Design from the University of Tsukuba, Japan.

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

I joined the IEEE PCS this year, and have attended the IPCC in the past two years, and presented three papers. One of my papers for IPCC 2009 was selected for the James M. Lufkin Award for Best IPCC Paper. I also recently reviewed a research paper for the TCP.

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

Since my work has been highly interdisciplinary, I have presented at a broad range of conferences, including ACM CHI (Computer Human Interaction), AAAL (American Association of Applied Linguistics), and IIID (International Institute for Information Design). I have been a program committee member for ACM Creativity and Cognition 2009 and ACM Design for Interactive Systems 2000; and have been a reviewer for ACM's CHI and CSCW conferences, as well as books and book chapters on visualization and document design. I am also an editorial board member of Design Issues; and a member of AIGA.

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

I am especially interested in contributing to the strategic aspects of PCS's future development and planning. Considering the increasing complexity of communication media and technology in the professional environment, I believe a greater population in the technical professions will benefit from PCS's activities.

Based on my broad experience both in academia and industry, I would like to help communicate the value of PCS to scholars, educators, and practitioners who are working in relevant disciplines, yet, have not discovered PCS; and encourage them to participate in PCS and its conferences.

In addition, as a scholar with broad research interests, I am interested in sustaining the scholarly excellence of PCS. As a practitioner with a scholarly orientation, I am interested in assuring the dialogue between research and practice within PCS. As an educator, I am committed to enhancing the communication literacy of the future professionals through PCS's activities.

**How many meetings will you attend each year?**

I will attend all the meetings.

**What is your current IEEE membership grade?**

I am a PCS affiliate.



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## Society News: Member News

### Michaël Steehouder Wins Award

At the annual meeting of Council for Programs in Technical and Scientific Communication in Aarhus, Denmark, Michaël Steehouder received the Honorary Distinguished Service Award. This award was presented "for his service to the field of technical communication."

Please congratulate Michaël.

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## Society News: PCS Events

### PCS is now on Facebook!

BY JULIA WILLIAMS

The Professional Communication Society is by nature a network where communication specialists can connect with others with similar interests. The networking potential of PCS has just gained an added dimension: PCS on [Facebook!](#)

Facebook is a social networking service used worldwide. Through the Facebook interface, users can build an online community with other people who share their interests and activities. PCS established a presence on Facebook during the International Professional Communication Conference 2009 in Honolulu, Hawaii.

During the conference, we used Facebook to post pictures from conference events, announce our keynote speaker, and keep PCS informed of conference activities. Anyone (not just members of PCS) can become a fan of PCS in order to connect with others, share photos, and network.

Even if you are new to Facebook, you can find PCS easily by typing Professional Communication Society of the IEEE into the Search box. Once you are there, be sure to become a Fan of PCS. That way you'll receive updates whenever new content is posted to the site.

When you get to the PCS site, be sure to take a look at pictures from the IPCC 2009 conference. You can also check the list of Fans to see if you know other fans. You can even invite colleagues to become a Fan of PCS. You can also post news about your communication-related event.

In the months to come, PCS on Facebook will grow as we gather more fans. We envision that PCS on Facebook is yet another way for members and non-members to connect and interact. We hope to see you on Facebook!

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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.

[Women in Project Management Conference](#)[itSMF Fusion09](#)[EuroIA 2009](#)[Computational Linguistics Workshop](#)[Healthcare IT Forum](#)[LavaCon](#)[METM 2009](#)[UCLA Smart Grid Round Table](#)[ACM CHIMIT 2009](#)[Web 2.0 Expo 2009](#)[UXCon \*\*NEW!\*\*](#)[STC Summit \*\*NEW!\*\*](#)

## Women in Project Management Conference

**Conference:** 2nd Annual Women in Project Management Conference

**Dates/Locations:** 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](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 - 8:00 pm following Day One (Hors D'oeuvres will be served - Cash Bar)

## 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 – Sunday (additional costs)
- Breakfast Club Discussion Groups: Monday, Tuesday, & Wednesday morning

## EuroIA 2009

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<b>Conference:</b>	EuroIA Summit
<b>Dates:</b>	24-26 September 2009
<b>Location:</b>	Copenhagen, Denmark
<b>Website:</b>	<a href="http://www.euroia.org">http://www.euroia.org</a>

EuroIA invites your participation to this premier European event on Information Architecture.

Join us in Copenhagen, Denmark, September 25-26, 2009, for three incredible days of workshops, presentations, panels, and networking with information architects from across Europe and around the world.

This year we will explore the theme “Beyond Structure”. That’s because websites have moved to a new level. Any random page can be accessed from Google. Pages themselves may consist of information from many sources. And even the concept of a “page” is changing thanks to new backend technologies. In other words, we’ve moved beyond the traditional sitemap and into a new and exciting era of web development.

## Computational Linguistics Workshop

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

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.

IMCSIT is a multi-disciplinary conference gathering scientists from the different fields of IT & Computer Science together with representatives of industry and end-users. IMCSIT 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

## Healthcare IT Forum

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**Dates:** 21 October 2009

**Location:** UCLA, Los Angeles, CA USA

**Website:** <http://www.winmec.ucla.edu/healthcareforum/2009/>

Spiraling costs of healthcare and drastic amount of paperwork and bureaucracy in medicine are making healthcare unavailable for a significant population of the United States. President Obama's administration is proposing legislation that will change the paradigm of healthcare in this country, potentially spurring innovations in directions such as digital technologies for reduced paperwork, remote and tele-medicine, fully electronic healthcare record systems, and, improved quality of care. Coupled to this political change is the administration's stimulus funding for the country's healthcare system, which includes billions in dollars of funding for modernization of the healthcare I.T. system. The next 10 years would bring a remarkable and fundamental shift in the way in which patients receive treatment from the American healthcare provider - both in and outside the hospital.

## LavaCon 2009

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**Conference:** LavaCon

**Dates:** 25-27 October 2009

**Location:** New Orleans, Louisiana, USA

**Website:** [www.lavacon.org](http://www.lavacon.org)

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

## METM 2009

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

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).

## UCLA Smart Grid Round Table

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<b>Conference:</b>	UCLA WINSmartGrid Thought Leadership Round Table Forum
<b>Dates:</b>	4 November 2009
<b>Location:</b>	UCLA, Los Angeles, CA USA
<b>Website:</b>	<a href="http://winmec.ucla.edu/smartgrid/2009/">http://winmec.ucla.edu/smartgrid/2009/</a>

Join [UCLA WINMEC](#) for its third Leadership Round Table of the UCLA WINSmartGrid Connection, a partnership between universities, industry and government. On November 4, 2009, we are planning a thought leadership round table at UCLA on the state of the Electrical Grid in the United States and the direction the community is headed in the formation of the Future Smart Grid. We will be joined by several leaders from government, industry, and academia.

### Background

While the current electric grid in the United States has an impressive 99.97% reliability, it is somewhat limited in its ability to handle renewable energy sources, to effectively manage demand response, to self-repair, or to sense/monitor its own problems.

Convergence of communications, sensors and information technology has resulted in phenomenal advances such as the iPhone, but such convergence has been slow to reach the utility industry. With rise in the US population and increase in demand for electricity, there is tremendous opportunity for the United States to lead on the path of a new genre of convergence between the existing electric grid and the next generation of Wireless, Information Technology, RFID and Integrated Sensors (WITRIS) technologies.

President Obama's stimulus package (called the American Recovery and Reinvestment Act, or ARRA) that contains approximately \$4.4 billion for Smart Grid represents perhaps a starting point for investment to modernize the grid.

## ACM CHIMIT 2009

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<b>Conference:</b>	ACM CHIMIT 2009
<b>Dates:</b>	7-8 November 2009
<b>Location:</b>	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

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**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.

## UXCon

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**Conference:** UX Conference

**Dates:** 3 December 2009

**Location:** Lugano, Switzerland

**Proposals Due:** 15 October 2009

**Website:** <http://www.uxcon.com/>

UXconference is the new conference on the themes of the experience of use that comes to innovation.

The 2009 edition is marked by innovations that are emerging in the world of user experience design, particularly on issues of strategy, mobility, agility and playability.

The conference is, therefore, a point of meeting and discussion continued among the leading industry experts, entrepreneurs, businesses and professionals.

UXconference wants to represent the ability to turn innovation into opportunities, anticipating change and meeting the people who generate it. Wants to talk about innovation at 360 degrees, showing the new frontiers of design experience to use.

### Audience

UXconference is aimed at entrepreneurs and managers from companies in software development and marketing, product designers and service, sociologists, psychologists, politicians who work in IT products and services. And anyone interested in the novelty of the experience of use.

The conference will lead to discussion between experts and institutions and be a good opportunity to generate inspiration, insights, and connections between the two.

### Program

The conference will address four main issues on the strand dell'esperienza of Use:

- Strategy and Innovation
- Agile Design
- Mobility
- Gameplay (Playful)

## STC Summit

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**Conference:** STC Summit

**Dates:** 2-5 May 2010

**Location:** Dallas, Texas, USA

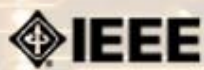
**Proposals Due:** 5 October 2009

**Website:** <http://www.softconference.com/subs/stc/2010/>

The Society for Technical Communication invites you to contribute your ideas, studies, experience and expertise at our Technical Communication Summit 2010, the 57th 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 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.

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## Calls for Articles/Proposals/Courses

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## ConneXions Journal Seeks Articles

**Editor:** Rosario Durão  
**Website:** <http://connexionsjournal.org/>  
**Location:** Center for Comparative Studies of the University of Lisbon, Portugal

Introducing an open access online peer-reviewed journal, *conneXions: international professional communication journal* (ISSN 1647-2373), published by the Center for Comparative Studies of the University of Lisbon, Faculty of Letters.

The journal is dedicated to promoting and developing efficient and effective single and multimedia communication and its constituent communities in local, national, international, and global worksite and civic settings--business and industry, commerce and services, economy and finance, education and the academy, government and politics, media and the arts, medicine and health, research and non-profit, science and technology, the home and public places.

The journal's major topics lie at the intersection of International Professional Communication and the following:

- Communication and Information Management
- Communities of Practice and Ethics
- Education and Professional Development
- History, Theory/Theories, Research
- Human-Computer Interface and Interaction
- Information Delivery and Quality
- Information Design and Visual Communication
- Information Development and Artifacts
- Knowledge Domains, Databases, Terminology
- Rhetoric and Functional Communication
- Tools and Technologies
- Translation, Interpretation, Internationalization, Localization, Globalization, Controlled Languages
- Types of Communication and Work Processes

While centered in international professional communication, the journal welcomes manuscripts from different approaches and domains of knowledge and professional practice.

## LeaderPoint Executive Experience

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**Courses:** <http://www.leaderpoint.biz/ieee.htm>

**Educational Partnerships:** [www.ieee.org/partners](http://www.ieee.org/partners)

**Location:** Kansas City, Missouri USA and Toronto, Ontario, Canada

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](http://www.ieee.org/partners).

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## Certificate in Writing Technical Information

**Courses:** <http://www.middlesex.mass.edu/careertraining/Certificates/writingtechninfo.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.

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## 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

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## AIIM Online Training Courses

**Website:** [www.aiim.org/training](http://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

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**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 – 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

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**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

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**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

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**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

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**Website:** <http://www.leaderpoint.biz/ieee.htm>

**Contact:** [www.ieee.org/partners](http://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@ieee.org](mailto:c_downer@ieee.org).

## Educational Opportunities from IEEE

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**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](mailto:c.torres@ieee.org), or by phone +1 732 981 3425.

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