

# IEEE REGION 3 HISTORY

## SOUTHEASTERN UNITED STATES AND JAMAICA

A Special Project of the IEEE Region 3 Strategic Planning Committee

Authors:

1963 - 1993

Wilbert L. Sullivan, Delegate/Director, 1974 – 1975

1993 – Present

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## FOREWORD

The original history of Region 3 was written by W. L. Sullivan and covers the period from its inception in 1963 through 1993. An update written by Charles E. Hickman continued the story. Efforts should be made by the Region 3 Strategic Planning Committee to ensure that the history remains current. We begin the story with those first thirty years.

The first part of the Region 3 history records important events during the first thirty years since the founding of the Institute of Electrical and Electronics Engineers (IEEE) by the merger of its predecessor societies, the American Institute of Electrical Engineers (AIEE) and the Institute of Radio Engineers (IRE). With so many important decisions made in those early years, now is an appropriate time to look back over this period and to document those events and trends that were so critical to the early success and growth of the region. Region 3 continues to be a leader in developing innovative projects that impact members throughout IEEE. The purpose of this history is to document many of these significant contributions throughout the years.

IEEE is a member-oriented technical and professional society. The organization exists for the purpose of delivering various services in its fields of interest to its members. For management and administrative purposes, its membership units, sections, subsections, society chapters, and student branches, are grouped into geographical Regions to best fulfill the needs of the members and the missions of the IEEE.

Initially, the regional organization consisted essentially of the Region Director. Subsequently, the organization evolved, step-by-step, into the comprehensive regional structure that exists today. This story describes how multitudes of dedicated volunteers have worked together to build a regional organization that can more effectively serve the needs of more than 33,000 members who reside in the geographic area of Region 3, essentially the Southeastern United States and the island of Jamaica (since 1985).

Goals for this Region 3 history include that it will be more than a nostalgic record of past events for those who were part of the process, that it will motivate and encourage those who serve in any of the organizational units of the region, and that it will allow members to benefit from these past experiences and dedicate themselves to further improve services rendered by IEEE to its members.

This history is dedicated to the memory of three distinguished leaders whose deaths occurred during the period under review. Dr. Joseph Weil, already at retirement age, was the first Region Director elected by the membership. Dr. Weil added a spark of enthusiasm to the early years of the region and served in several positions on the Region 3 Committee following his term as director. Dr. Larry Wilson served as Region Director with distinction and then went on to serve as an officer of the Institute. The Regional Activities Board (RAB) has given his name to two special awards in recognition of his work in transnational and student activities. Dr. Joseph Biedenbach served as chairman of the Region 3 Educational Activities Committee for a period of

thirteen years. His energetic commitment to this task made the region a leader in the delivery of both technical and leadership education to its members. The Region 3 award for Outstanding Engineering Educator has been named for him.

## OVERVIEW

Upon the merger of the American Institute of Electrical Engineers (AIEE) and the Institute of Radio Engineers (IRE) on January 1, 1963, Region 3 in the Southeastern United States became one of the ten regions of the new transnational society. The regions were established for administration of the local membership units. In Region 3 there were approximately 13,000 members in 33 sections, 16 subsections, and 30 student branches.

In a manner similar to its predecessor societies, IEEE was structured so as to best serve the needs of its members. Although addressing only a portion of these needs, regional activities are directed toward developing and maintaining, through sound administrative practices, an organization of geographically defined member units committed to the advancement of electrical and electronics engineering. These units afford on a local basis a common forum for the members to meet and exchange views on technical, educational, professional and other areas of interest.

To facilitate this process the regional organization serves a group of areas and councils, sections, subsections, society chapters, and student branches to assist in carrying out this charter. The Region Director, as a member of the Board of Directors, is responsible for the management of these functions within a region.

For most of the 13,000 Region 3 members in 1963, IEEE consisted of the local section, subsection, or student branch, one or more publications from "Headquarters", and an occasional technical conference. Local officers were elected by the local membership and, to learn the ropes and gain experience, they traditionally progressed from one office to another until reaching the position of chairman. These volunteer leaders, even at that time, were the backbone and strength of the organization. This history will show how this strength and the dedication of such volunteers has been utilized to vastly increase and improve the delivery of IEEE services to the members of Region 3 throughout its existence.

As had been the practice under AIEE and IRE, the local units looked almost exclusively to the IEEE Headquarters staff for assistance and guidance with any organizational or membership problems. The Region Director served as a member of the Board of Directors and was available to assist the local units, as necessary, to present awards and to encourage the sections and student branches with regular visits where possible.

The Regional Committee, consisting of the Region Director and the Section Chairmen, met once a year to review the state of the region, and in alternate years, to nominate candidates for Region Director. There was no region staff, no region treasury, and no operating guidelines other than the IEEE Bylaws and the Policy and Procedures Manual. At the outset Region 3 was no different from the other IEEE regions in these characteristics.

Contrast this organizational structure with the situation thirty years later when the Region 3 Director had a regional staff of 15 in addition to 9 area or council chairs, an annual budget approaching \$100,000, and numbers of detailed operating manuals and guides for the various aspects of operations. Of course, the growth of the organizational structure, the expenditures, and the documentation are not a measure of success. These tools are merely used to maximize the delivery of IEEE services to the individual members of Region 3, whether the 13,000 of 1963, or the approximately 33,000 in 1993. The constant progress toward that goal, in many small steps, is recorded in this history. Hundreds of volunteers ranging from Region Directors to the officers in sections, subsections, society chapters, and student branches, committee members at all levels, student counselors, and many others have made their contributions.

Region 3 began, as did most of the IEEE Regions, with only the Region Director and, perhaps, a secretary or secretary-treasurer serving at the regional level. The efforts of the director were primarily devoted to assisting the geographical units with organizational problems, facilitating communications between these units and IEEE Headquarters, and motivating and encouraging local officers in their responsibilities. This pattern continued for several years.

By 1970 the sheer number of geographical units involved coupled with the diverse interests of the membership demanded an organization at the regional level that could better serve the needs of the members in the region. These needs led to the establishment of six area chairs responsible for portions of the region and several committees responsible for certain specialized activities. These groups, however, did not relieve the director from his/her ultimate responsibility, but were a great assistance and proved to be a valuable service to the local units and their members.

The area concept was established in Region 3 as a means of improving the communication and management/administrative missions of the region. Of the original six areas some were single state and some multi-state. Boundary adjustments have been made from time to time to accommodate the formation of five state councils, each of which constitutes a single area. The use of areas prior to and in conjunction with the formation of councils appears to have been a significant benefit to the region over the years.

Two other elements of IEEE activity which have especially characterized Region 3 had their genesis during the early years: (1) the prominence given to student activities, and (2) the establishment of an annual technical conference/student conference and prize paper contest/Regional Committee meeting to bring together all the diverse interests and activities of

the region at one place at one time each year. In fact, these two elements to a large extent define the character of Region 3.

The expansion of the regional staff in 1970 included, in addition to the six area chairs, committees responsible for Student Activities, Membership Development, Awards, Conferences, and a Nominating Committee.

As the need for them arose, committees were later established for Professional Activities, Educational Activities, Strategic Planning, and Public Relations. Ad hoc committees have been employed from time-to-time for certain tasks, but from the early 1970s until the present time, these nine committees, and, especially, their chairs have been the strength of Region 3's operations.

The establishment of councils in five of the states served by Region 3 has significantly improved the services rendered to members in those states. Unlike the area, which is a top-down structure imposed on the sections for administrative purposes, the council is a creation of its constituent sections over which it has control.

In 1977 the sections in Florida formed the first council in Region 3. By 1981 councils also had been formed in North Carolina, South Carolina, Tennessee, and Virginia. North and South Carolina had previously organized an "Affiliation of Sections" for much the same purpose, making the transition an easy one for them. Under the council umbrella the sections were able to cooperate in educational programs, section officer workshops, student activities, and especially, professional activities. In fact, the ability to present a statewide interface to government agencies and other professional organizations was one of the prime motivations for the statewide councils.

The Region 3 history chronology falls naturally into periods of time approximating each of the several decades in which it has existed, and this document is organized accordingly. The chapter headings are generally descriptive of the activities during those periods. In each of these periods except the first, activities represented by the nine committees named above moved in parallel toward the maturity that exists today. As this history of Region 3 proceeds through these periods, events are generally described in a context related to these activities.

During the first few years, the Region Directors were occupied in finding their way through largely uncharted waters and ensuring that the local units were operating in accordance with appropriate bylaws and policies and were providing for the needs of their members. They are to be commended for steering the region in a positive direction. With the expansion of the regional staff along with the definition of individual responsibilities, the scope of services to Region 3 members could be increased, and, at the same time, a solid foundation for the future could be formed.

In the 1980s, a broad range of new services was made available to the members of Region 3 and actively promoted at the regional level. Professional activities had mushroomed and were

actively promoted at the region, council/area, and section level; four Region 3 awards were being made annually to highly qualified recipients; new educational programs were being made available using satellite technology and a video tape library; student conferences each year vied for "best ever" status; and a "hardware contest" became a highly acclaimed feature of the annual student conference. Across the board services to the members were expanding.

By 1990 the regional organization was poised to accommodate whatever the needs of the membership were perceived to include. The management of Region 3 was becoming more sophisticated. With annual budgets in the \$100,000 range, fiscal accountability was an imperative. E-mail and facsimile were replacing paper as the medium of choice for correspondence between organizations and individuals. In 1993, as an experiment, a Region Executive Committee meeting was held by video with the members at six locations in six cities. The Executive Committee considered becoming a true "paperless" committee through the use of laptop computers. Into the future would be a reality.

During the first thirty years, the Region 3 membership grew from 13,217 to 32,829, a gain of approximately 150%. By contrast the total growth in Regions 1-6 was just under 70%. Student membership in Region 3 ran well ahead of the other regions in the United States throughout the period, increasing from 2,951 to a peak of 6,280 in 1984. It then declined, as did student membership throughout the United States, to 4,389 at the end of 1993. The student membership represented a net gain for the period of almost 50% in Region 3, whereas the Region 1-6 membership was relatively flat with a growth over thirty years of less than 1%.

As the membership of the region grew, many sections benefited from transitory shifts in the geographical distribution of engineering employment, which automatically brought members into the sections. Also, the large number of electrical engineering programs in colleges and universities in Region 3 increased the student population available for recruitment. However, these assets do not fully account for the substantially higher rate of growth in Region 3 compared with other United States Regions. The aggressive membership development efforts to enlist and retain members, the active support of the student branches by their parent sections and the leadership in the region all had a salutary effect on these results.

Of course, the Region 3 history did not end after the first thirty years. Significant contributions continued to be made in the remainder of the 1990s decade. The Electro-Technology Industry (ETI) database, a project to assist members seeking employment, was developed by the University of Alabama at Birmingham (UAB) students, and a student was appointed as the Region 3 web master. The region encouraged the sections to form Graduates of the Last Decade (GOLD) groups, and a GOLD representative was named to the Executive Committee. RAB commended the region for two projects that could be expanded Institute-wide: corporate relations and e-conferencing. Region 3 was a leader in the implementation of the IEEE concentration banking system. A Region 3 Bylaw revision changed the Vice Chairman title to Delegate/Director-Elect.

In the new millennium, the region continued to implement innovative initiatives such as the Leadership by Developing Others (LDO) project, which focused on the “art of mentoring” to build an environment of cooperative communication among IEEE leaders on all levels. An Executive Committee meeting and SoutheastCon 2003 were held in Jamaica. A major event in 2001 was the recognition of the Canaveral Historic Milestone to honor individuals involved in space exploration. Sections Congress 2005, hosted by Region 3 in Tampa, FL, was a premier event. The Teacher In-Service Program, which was initiated in Region 3, has become a major program throughout IEEE. On January 1, 2008, RAB was transformed into the Member and Geographic Activities (MGA) Board, and one of the leaders in this paradigm shift was the 2008-2009 Region 3 Delegate/Director William B. Ratcliff. On the financial side, total region assets were \$523,365 at the end of 2009.

Highlights of the Region 3 history were presented in this overview. Now let us look in more detail at the outstanding achievements of the region throughout the years.

## I. IN THE BEGINNING 1963-1969

Region 3 of the Institute of Electrical and Electronics Engineers (IEEE), consisting of all or portions of the ten Southeastern states plus small areas of Arkansas, Indiana, and Illinois, and the Island of Jamaica (Jamaica joined Region 3 in 1985), came into existence January 1, 1963, at the time IEEE was created by the merger of the American Institute of Electrical Engineers (AIEE) and the Institute of Radio Engineers (IRE).

Initially, the field units (Sections, Subsections, Student Branches) followed the practices and traditions of their predecessors under a new constitution, and quickly learned to live and operate under the new environment. Both of the former societies were member oriented, but with slightly different emphases. AIEE, in general, delivered its member services through strong local Sections and national or regional technical conferences sponsored by technical committees at the national level. IRE, on the other hand, while local Sections were organized, delivered its services mainly through its technical Groups, which represented the various technical disciplines. In the new IEEE organization, the Section became the primary focus of local interaction between members, while the Groups (later designated "Societies") provided the primary technical services. Student Branches of both predecessor societies existed in many colleges, with both separate and joint Branches, depending on the extent of interest. These branches also were merged where necessary.

In 1962 there were approximately 15,000 memberships in AIEE and IRE in the area of what is now Region 3. The term "memberships" is used as many individuals were members of both societies. This fact and the increasing overlap in fields of interest were among the compelling arguments for the merger. There were 24 AIEE Sections and 15 IRE Sections existing at that time, as well as 32 AIEE, IRE, and joint Student Branches. At the end of the first year following

the merger, 1963, total membership in IEEE was 13,217 in 33 Sections, 16 Subsections, and 30 Student Branches.

The year 1963 was a time of reorganization throughout the Region. At the local level this reorganization required anything from a change in name of the Section, acquisition of new members from the other society, and adoption of new Section bylaws, to a combination of these actions plus the complete merger of two local units and the blending of what may have been two entirely different methods of operating at the local level. It is to the lasting credit of all the local leadership then in place that the transition was relatively smooth.

On the college and university campus the changes were much easier. Little more than a name change and a broadening in the fields of interest were required. Approximately one third of the Student Branches were already operating as joint Branches prior to the merger. At the Regional level the change was not so dramatic. John W. Davis (Atlanta section), who had served on the merger committee and had been actively involved in planning the merger, was appointed to serve as Regional Director for the initial year until the membership could nominate and elect its Director under the new Constitution. Director Davis spent much of his time visiting the local Sections and assisting them in reorganizing and operating in the new environment. His only formal helper was Ben V. Martin whom he asked to serve as awards chairman. Ben Martin had served as a Vice President of AIEE. Both of these men recognized the need for continuity in the awards process during the transition and sought to ensure that pending awards for deserving members of Region 3 would not be lost in the process of change.

The Student Branches, particularly in the AIEE, had a history of prize paper preparation and competition, with the winner in each Branch invited to participate in the District competition. The Branch Counselors were especially concerned that this tradition be continued. During a Region meeting at Richmond in 1963, Dr. Charles Weaver of Auburn University was elected Region 3 Student Activities Chairman by the Counselors. This practice was continued for several years until the occupant of this office was made an appointee of the Regional Director.

Also in 1963, the Florida West Coast Section offered to host the first Region 3 Technical Conference in May 1964, at Clearwater, FL. In the course of their planning the conference Steering Committee decided to invite student participation and appointed a Student Activities Chairman to coordinate this activity. This decision was made without any discussion with the Counselors, who had planned to hold the 1964 meeting at the University of Miami. The invitation included an offer to provide, at conference expense, the housing costs plus two meals for up to 100 students. Needless to say, the offer was accepted. This early instance of Region 3 support for student activities is mentioned here to underscore the priority attached to this aspect of Region 3 operations at the very start - a priority that still exists after thirty years and of which Region 3 can be quite proud.

In the course of planning this first student conference and paper contest, Dr. Weaver discovered there was no consensus among the Counselors regarding the contest rules, such as number of papers to be orally presented, format of written paper, and weight to be given to oral and written elements. Philip Morgan, of Christian Brothers College, was asked to prepare the rules to be used, based primarily on the practices followed by the old AIEE Districts 4 and 13. Agreements were reached, and the practices established have generally been followed since that time. Morgan, who was especially active in Region 3 student affairs during those early years, became the first Director appointed Student Activity Chairman in 1970.

The new IEEE Bylaws provided for the election of the Regional Director by the Region membership following nomination by the Region 3 Committee, which at that time consisted of the Director and the Section Chairmen of all Region 3 Sections. This election was accomplished under the leadership of Director Davis, and on Jan 1, 1964, Dr. Joseph Weil, of Florida, became the first elected Director of Region 3 for the two-year period, 1964-1965. The Regional Director becomes a member of the IEEE Board of Directors and, additionally, is responsible for all matters involving Region 3.



Under the leadership of Director Weil, the local units began to feel more comfortable in their new role and organization. Local Bylaws were prepared and submitted for approval, and Section and Subsection officers began to function much as they had in the past. Few written guidelines were in place, and in the absence of much direction from above, the effectiveness of local units varied widely dependent on the quality of leadership. Like John Davis before him, Director Weil spent much of his time assisting these local units in their activities and their relations with IEEE Headquarters.

The first Region 3 Technical Conference at Clearwater was a success and set a pattern for those that followed. The three principal elements - (1) technical conference, (2) Region Committee meeting, and (3) Student Conference with Prize Paper competition - were all a part of this first conference. Fifty-seven professional papers were presented. There is no record of exhibits or of the financial results, but the student support promised was delivered, ensuring a successful Student Conference.



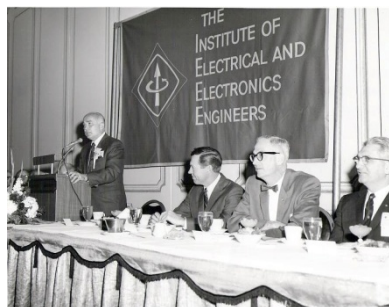
In 1965 the Region 3 Committee met in Raleigh, NC, in conjunction with the North Carolina Symposium. This technical conference with exhibits had been a part of AIEE activity in the state for a number of years, and the Region was invited to participate. At the Region 3 Committee meeting, nominations were made from the floor for Regional Director. In the ensuing election by the membership later that year Dr. Rufus G. Fellers, of South Carolina, was elected to serve for the 1966-67 term. Dr. Fellers (center) is shown with

astronaut Walter Cunningham and Atlanta chair Robert S. Duggan.

The 1965 Student Prize Paper contest and the student conference were held at Coral Gables, FL, at the University of Miami. No policy had yet been established to combine the student conference with the regional technical conference.

Moderate growth of less than 800 members had occurred during 1964-1965. Region 3 was the only United States Region to experience any growth during this period. One new Section was established, and the five Subsections in North Carolina were elevated to Section status, giving the Region a total of 38 Sections at the end of 1965. The five new Sections in North Carolina had functioned well over the years in joint activities, such as the annual Symposium and support of student activities. Not wishing to give up that advantage, after studying their needs and resources, they petitioned to establish an "Affiliation of Sections" through which they could voluntarily carry out joint activities. This organization was a new type for IEEE, but with help from Dr. Fellers, permission was granted and the Affiliation of North Carolina Sections was established during 1966.

The desirability of scheduling the annual Region 3 Committee meeting jointly with the technical and student conferences was evident. The locations for such meetings were being selected from invitations of the local Sections. All planning was in the hands of the host Section and Student Branch, and all financial risk was theirs. Partial travel reimbursement was provided by IEEE Headquarters for members of the Region 3 Committee and for the Counselor, Student Branch Chairman, and Branch Prize Paper winner. The Student Activities Committee provided additional support for the student conference from a special fund solicited from the Sections for this purpose. This procedure had been a longstanding AIEE practice and was continued for several years under Region 3. The Region had no funds of its own. In this environment, the meetings for 1966 and 1967 were scheduled for Atlanta, GA, and Jackson, MS, respectively, at the invitation of the Atlanta and Mississippi Sections.



The Atlanta Section was enjoying significant corporate support from the major engineering employers in the area, including Georgia Power, Southern Bell, Lockheed, and Georgia Tech. Robert S. Duggan, who later served as Regional Director and Vice President of the Regional Activities Board was instrumental in bringing the conference to Atlanta. Tom May, a Lockheed Vice President (shown as the speaker) served as Conference Chair. Others in the picture (right to left) are Georgia Governor Carl Sanders, Region Director Rufus G. Fellers and Georgia Tech EE chair Benjamin J. Dasher. By the end of the first day of the meeting it was apparent that registrations were falling far short of estimates, and a financial disaster could be in the making. Word went out to the local employers (especially Lockheed), and, suddenly large numbers of local registrants began arriving, salvaging the remainder of the meeting and its financial integrity. This

detail is included here, not because it is of major historical importance, but as an illustration of the ever-present application of Murphy's Law in the holding of regional conferences and the ingenuity of Region 3 members in solving the problems that arise.

The 1967 conference in Jackson, MS, is historically noteworthy because of actions taken in the Region 3 Committee meeting. IEEE Bylaws included a provision that the Regional Committee could nominate and submit to the membership for vote a single candidate, rather than two or more, only upon a UNANIMOUS vote by the Committee. In the early years of IEEE few representatives of industry, as opposed to academia, were widely known to local members throughout the Region. In view of these facts, certain Atlanta telephone company employees began to suggest to their coordinates around the Region the desirability of choosing Mr. Robert G. Elliott, corporate Vice President - Engineering, as the next Region 3 Director. This step was not taken at Elliott's request, or even, in the early stages, with his knowledge. However, the political winds reached out to enough Section chairmen or their representatives to invoke a unanimous nomination. Although the individual members of the Region were deprived of a choice on the ballot, the Region and its members were well served by this Director as he began to put into place concepts and policies for managing the Region that have stood the test of time.

A short time later the Bylaws were amended to require that two or more candidates be nominated for submission to the membership for a vote. Robert Elliott always referred to this as the "Elliott Amendment".

Like his predecessors Director Elliott began his term of service with only a Secretary-Treasurer to assist him. He quickly realized that he could not, by himself, give adequate attention to the needs of nearly forty Sections. He discussed some ideas for better managing the affairs of the Region with Dr. James Mulligan, Vice President, Regional Affairs (later the Regional Activities Board) who was sympathetic to some of these suggestions and agreed to come to Atlanta for a meeting and further discussion. Elliott assembled a group of people, all of whom had extensive experience in Section activity, to address the question "What do you as Section officers and your members need from a regional organization and how can we best go about providing it?" Out of this discussion came the idea of an "Area Chairman" with responsibility for a group of adjacent Sections. He would serve, not as another level of bureaucracy, but as a spokesman, a representative, an expediter, a motivator, or whatever, for the Regional Director, to bring about improvement in the delivery of services to the membership.

Dr. Mulligan suggested a trial of this concept for a single Area to determine how it might work. Recognizing that there would be some travel costs involved, he agreed that Headquarters would pick up these costs for the first year. Robert S. Duggan, who had recently served as Atlanta Section Chairman, was tapped for the job. The Sections and Subsections in Georgia and South Carolina would constitute the trial Area. Thus was born an organizational concept that has been critical to the development and expansion of a management plan for the delivery of member services to the members of Region 3.

The 1968 Regional Conference, including technical program, Student Conference, and Region 3 Committee meeting was held in New Orleans in April. Except for student activities, this conference was almost a washout. A widespread telephone strike had begun just prior to the meeting. Many IEEE members, who otherwise would have been present, found themselves maintaining central offices, operating switchboards, or performing other essential services for their employer. Many of the Local Arrangements Committee members were involved, as were members of the Region 3 Committee and some speakers and session chairmen. The New Orleans Section took a financial beating as a result.

The IEEE Bylaws, at that time, authorized Regional Committee members to attend two meetings of the committee each year. Because of the low attendance at New Orleans, arrangements were made for a second meeting of the committee at Cocoa Beach, FL, coincident with a technical conference hosted by the local Section. At this meeting there was opportunity to report on the trial of the Area concept and discuss with all Section representatives how this might benefit them. Two other actions were taken at this meeting. The Region 3 Committee adopted a proposal for a Region 3 Award for "Outstanding Engineer" in the Region, to be selected by an Awards Committee from nominations made by the Sections. Also, the first Region 3 budget was adopted, based upon limited funds now being disbursed by IEEE Headquarters, primarily for travel within the Region.

The idea of a single, annual meeting for both professional and student members and the business needs of the Regional Committee had not yet solidified. Few Sections were eager to take on the responsibility of planning and financing a large conference. Also, it was necessary that the Student Prize Paper Contest be held in the late spring, leaving less flexibility in scheduling. Because of these factors, separate conferences were again held in 1969. The student conference and Prize Paper Contest were held in Raleigh, NC, in the spring, while a technical conference was held in the fall at Huntsville, AL. The Region 3 Committee met at each location.

Parenthetically, discussing the matter of travel expense reimbursement for attendance at authorized meetings may be of interest at this point. The subject will arise not infrequently in the course of this story, and knowledge of the policies in place during the early days of IEEE will be useful. Bylaws provided for the partial reimbursement of the necessary expense of travel on authorized IEEE business. Within the Region such authorized business was limited to members of the Region 3 Committee attending no more than two committee meetings each year, and, for students, attendance by the Counselor, the Student Branch Chairman, and the Student Prize Paper winner, if any, from each Branch to the Student Conference and Prize Paper Contest each year.

The amount of the partial reimbursement was computed, in the late 1960s at 17.5 cents per mile, one way, from the home location to the point of the meeting, total. No hotel, no per diem, and the one way distance was not the distance travelled but the straight line measurement determined on an appropriate map by IEEE Headquarters. Over the years many IEEE members have been

fortunate to have their expenses to professional meetings reimbursed by their employers. Those who were not so reimbursed travelled at considerable personal expense in those days.

Now, back to our story. Throughout Director Elliott's term of office, Dr. Mulligan had taken a keen interest not only in the Area concept and its trial, but also in other opportunities to strengthen the regional organization. He held several more meetings in Atlanta with a representative group of people to discuss these ideas. One immediate result was the establishment of a new committee of the Regional Activities Board, initially designated the Policy and Planning Committee. This committee absorbed the activities of the ad hoc Atlanta group, which, in effect, moved the forum for these discussions from Region 3 to the Institute level and broadened the input. As might be expected, the committee was heavily populated by members from Region 3. Two early actions of the Policy and Planning Committee were of immediate benefit to Region 3. A typical structure for a Regional Committee was proposed, and a Section Management Guide was developed and distributed for trial use. A measure of the success of the two years of discussions is the Regional organization put into place by Elliott's successor, Seymour Cambias Jr., immediately upon taking office. Cambias was elected Director of Region 3 in the fall of 1969, and having had a part in much of the planning, was able to quickly assemble a Regional staff and take off running.

## II. BUILDING THE FOUNDATION 1970-1979

Acting upon the recommendations of the Policy and Planning Committee of the Regional Activities Board (RAB), Director Cambias established six Areas and six committees to assist him in the management of the Region. The Areas initially represented a compromise between geographical areas of common interest, travel distances, and numbers of Sections. Only two were coterminous with the borders of a single state.

The initial committees were Awards, Career Guidance, Meetings, Membership, Student Activities, and Newsletter. Initially IEEE referred to the Membership Committee as "Membership and Transfers". This name was later changed to "Membership Development". For simplicity, throughout this document the committee will be referred to simply as "Membership". Except for Membership and Student Activities there were few guidelines, and the committees were asked to develop their own agenda and objectives.

Plans were already in place for the 1970 student meeting and Prize Paper Contest at the University of Florida in Gainesville, in late April. A meeting of the Region 3 Committee, now enlarged to include the Area and committee chairmen, was therefore scheduled for the same location.

The Region 3 officers, Director, Vice Chairman, Secretary-Treasurer, and Past Region 3 Director, met during the afternoon of the first day of a two-day meeting with the Area and

Committee Chairmen. At this meeting the duties of the Area Chairmen were defined for the first time. The Section Chairmen joined this group for dinner, after which each Area Chairman met with his own Section Chairmen, following a scripted agenda developed during the afternoon. The formal meeting of the Region 3 Committee took place on the morning of the second day, and included reports of the discussions of the previous night.

All the participants received this expansion of the Region 3 organization with enthusiasm. The general agreement indicated that the Area concept and the specialized committees would benefit the Sections and, through them, the general membership. Communications channels, upward and downward, would be improved, and the Director would be better able to represent his constituents.

It is important to note that although the evolving organization gave the appearance of a top-down decision making process, its purpose was to enhance the value of the IEEE to the individual members and to assist the Section organization in that process. To that end every effort was made to obtain feedback and suggestions on every proposal. The various meetings at Panama City were particularly effective in that process.

At the Gainesville meeting the Region 3 Committee had its first opportunity to demonstrate its commitment to student support. Because of financial constraints, the 1970 Institute budget had eliminated the travel allowance for the Student Branch Chairman to the Student Conference. Travel for the Counselor and Prize Paper winner were left intact. The student community was considerably upset. Director Cambias had already agreed to cover the shortfall at Gainesville from his very limited Region 3 fund, but Philip Morgan, Chairman of the Student Activities Committee, persuaded the Region 3 Committee to bring pressure to bear at the Institute level to reverse this decision. The Committee agreed that the Student Branch Chairmen were key players among the IEEE members of the future and should be afforded this conference experience. Enough pressure was brought to bear that the SBC travel allowance was reinstated in the 1971 budget.

Also out of this meeting came an agreement to form a Region Executive Committee, consisting of the Region 3 Officers, the Area Chairmen, and the Region 3 Committee Chairmen. The first meeting of the Committee was held in July of 1970 in New Orleans. By this time the Awards Committee had developed a plan for selecting the recipient of the Outstanding Engineer Award and had solicited nominations from the Sections. It was proposed that the initial award be made at the 1971 Regional Conference in Charlottesville, VA. The Meetings Committee was still groping for its mission since none had been assigned. The Section Management Guide mentioned earlier was made available at this meeting for distribution by the Area Chairmen. This document was the first written instruction for operating the local Section, and the Region 3 Area Chairmen were selected to be the bearers of such good tidings. This guide and its subsequent revisions became the centerpiece of early Section management training.

Also during this period the RAB Policy and Planning Committee suggested a trial of a Regional Newsletter and provided \$3,000 to cover the estimated cost of two issues. The idea was to provide news and information of Region 3, the purpose of the Areas, the Region Awards Program, etc. directly to each member, information which might not reach him any other way. The initial issue of the REGION REASONATOR consisted of eight pages, 5 1/2 x 8 1/2 inches, offset printed. Over twelve thousand copies were mailed in September at a cost of \$1,272 for printing and mailing.

In September the full Region 3 Committee met for the second time that year at Panama City, FL, concurrently with a technical conference on Engineering in the Ocean Environment. The format of the meeting was similar to that at Gainesville with ample time for the Area Chairmen to hold discussions with their Section Chairmen. The financial report at this time showed a small balance after funding travel for two Region 3 Committee meetings and one separate Executive Committee meeting. This was the last year, however, that two Region 3 Committee meetings were held for a number of years. Two Region 3 meetings were held in some years after a region assessment was approved.

The Region Executive Committee met in Atlanta in February 1971, primarily to review plans for the Regional Conference and Region 3 Committee meeting scheduled for April in Charlottesville, VA. A report at this meeting noted that the second issue of the REGION REASONATOR had been mailed. Total costs for printing and mailing approximately 15,000 copies was \$1,405. Students were included in this mailing, although their copies were shipped in bulk to each Student Branch. The general consensus was that the newsletter was a good product and served a good purpose but, since no source of funding for future issues existed, no plans were made to continue publication. The Newsletter Committee would direct its effort to assisting the Sections in publishing Newsletters for their members. Ten Sections were publishing newsletters at that time.

The Membership Committee during 1971 was working with the Sections and Areas to establish effective Membership Committees in every Section. A goal of 10% increase in membership was established for the Region. The Institute Membership Committee had implemented a new program for following up at the local level those members who were in dues arrears. Region 3 was aggressively participating in this program with considerable success. By the end of the year membership growth for the Region was well under the 10% goal although a number of Sections had achieved this level of growth locally.

The Region 3 meeting at Charlottesville in April 1971 could be considered the first full-blown Region 3 Conference, including all the elements that now are expected to be part of a "SoutheastCon". The local committee billed the meeting as the "9th Annual IEEE Region 3 Convention". This was, in fact, the ninth year of Region 3 operation, but this nomenclature took liberties with other facts. This comment in no way disparages the efforts put forth in prior years by local committees to host the meetings, but some of those were "regional" only because the

Region 3 Committee was meeting there at the time. At Charlottesville there was a Technical Conference, the Student Prize Paper Contest, a Student Conference, the Region 3 Committee and Executive Committee meetings, a workshop for Section officers, and an Awards Banquet highlighted by the presentation of the first Region 3 Outstanding Engineer Award. Total registration was 320. Twenty-four of the thirty-nine Sections and twenty Student Branches were represented.

The Awards Committee received twelve nominations for the Outstanding Engineer Award. Of these, the committee felt that the top two nominees were so nearly equal that both should receive the award. The recipients were William R. Brownlee of the Alabama Section and Dr. John E. Pippin of the Atlanta Section. This is the only instance of dual awards for this honor in Region 3 history.

The Nominations Committee presented the names of two nominees for Regional Director from a field of twenty names that were considered. In the ensuing election the members of Region 3 chose Grover F. Dausmann of the Huntsville Section as Director for the years 1972-73.

Financial results from the Charlottesville conference showed a surplus of \$932 that was just over 10% of gross receipts. Region 3 received one half of this amount in recognition of a \$1,000 advance provided to the local committee. This remuneration was based on an ad hoc agreement made at the time of the advance since there were no standing policies or procedures in place at the time. The results were gratifying in view of the then current downturn in the economy, especially in the aerospace and defense industries.

Financial reimbursement from IEEE Headquarters for 1971 totaled \$8,000. Most of this was disbursed for travel to the Region 3 Committee meeting, Executive Committee meetings, and the Student Conference. For the first time, although not the last, the travel expense for students exceeded that for other members. This situation is not necessarily bad, but as will be seen, student travel expense has been a cause for concern over the years.

Large-scale reductions in the aerospace and defense industries and the associated engineering unemployment were becoming a major concern for IEEE and other professional organizations at this time. IEEE Headquarters was taking the initiative in such areas as employment seminars, "skills banks" and other programs that might benefit its members. Grover Dausmann, who would be elected the next Regional Director, was serving as Region 3 representative in these activities.

Invitations had been accepted for Region 3 Conferences in Knoxville, TN, in 1972, and in Louisville, KY, in 1973. The Meetings Committee had been working with the local committees on the format and the requirements for these conferences. The Student Activities Committee was also coordinating its plans with the local Student Branch. Written material that could be placed in the hands of the local sponsors, saying "this is what you must do for a Region 3 Conference" was still not available.

By the end of 1971 the framework for the organizational structure that would serve Region 3 for the next twenty years was essentially in place. The Area concept had proved its case. The Section leaders were pleased with the additional attention and help they were receiving, and the Director had six additional hands to carry out his responsibilities. The initial committees were hampered by a lack of guidelines and, in some cases, were unsure of their jurisdiction, but they were getting the job done in their respective fields.

The recessionary economy, with the accompanying unemployment, had a dramatic impact upon IEEE during the next two years and served as a catalyst for major changes in the society and its organizational structure. This impact did not occur immediately, but much unrest existed among the members. Questions were being raised such as "Why doesn't IEEE do something?" about such serious issues as members who were unemployed or facing unemployment, portable pensions, retraining in new fields, advocacy of government programs to relieve these problems, and a host of economic, societal, and political issues. While IEEE could do and was already gearing up to do something for its unemployed members, legal questions abounded as to how far it could go under its charter as a technical and educational society and its classification under Section 501(c) 3 of the tax codes. Another question was whether a majority of the membership really wanted a substantial amount of IEEE resources allocated to these "professional" activities. And, to top this issue off, the Institute was facing a deficit budget for 1972, even with stand still assumptions.

Under these conditions Director Dausmann took office. The Region 3 Committee Chairmen were beginning to get their feet on the ground, develop guidelines for their operations, and acquire some expertise in their fields. The new Director retained all of these conditions. However, five of the six Area Chairmen were new.

In Region 3 there were pockets of severe unemployment, such as at Huntsville, Canaveral, and Orlando, but, in general, the region was not suffering as much as some other areas of the country, and the clamor for action was not as strong. Director Dausmann, himself, although a past Chairman of the Huntsville Section, had very strong reservations about the wisdom of IEEE broadening its field from that of a preeminent technical society to a combination of technical and professional interests with a possible dilution of the technical. He was also concerned about a possible dues increase to pay for the expanded services during a period of recession.

A membership survey at this time, while not conclusive, seemed to indicate substantial support for changes, and for an accompanying dues increase sufficient to continue existing services at their present level and provide some funding for the new services. However, the survey did not indicate an overwhelming support for change. Much of the Region 3 Executive Committee discussion during 1972 was focused on these matters. Dausmann, notwithstanding his personal convictions, made every effort to develop a representative Region 3 position on the controversy, working through the Area Chairmen and directly with the Section leadership. The survey results

did show Region 3 to be more conservative in its view toward change than the other U.S. Regions.

The end result of all the meetings, discussions, surveys, and studies was a constitutional amendment submitted to the membership late in the year which would forever change the character of the Institute by broadening its purposes to include "professional" activities, along with the traditional technical and educational. The amendment received a favorable vote, although considerably less than a mandate.

In this climate of change the routine activity of Region 3 was continuing. Much of the first Executive Committee meeting in February, 1972, was devoted to discussion of the possible changes in direction for IEEE with no consensus on the wisdom of some of the proposals. Planning appeared to be proceeding well for the 1972 Regional Conference in Knoxville. The conference in Knoxville was the first to officially use the terminology "SoutheastCon", the term by which these annual conferences have been referred to since that time. The conference followed closely the pattern that had been set at Charlottesville the year before. Dr. Rufus G. Fellers, the 1966 – 1967 Region 3 Director, received the Outstanding Engineer Award for 1972.

At the Regional Committee meeting, the Membership Committee reported on a new program to retain more student members upon graduation. One of the major factors that contribute to these graduates falling through the cracks is the difficulty of obtaining address information. The proposed actions outlined to the Region 3 Committee would not completely solve this problem, but would alleviate it. The Sections and Student Branches were asked to cooperate in carrying out the program. A comprehensive Section Leadership Workshop was held but was poorly attended with less than half the Sections represented. The Meetings Committee presented proposed guidelines for the conduct of future Southeastcons. While not a complete "how to" manual, this was the first printed instructions offered the local committees.

Students were housed in University of Tennessee dormitories, reducing the costs considerably. Twenty-one student papers were presented, the largest number ever in a Region 3 contest. With such a large number it was necessary to hold a "finals" competition. The top five were selected by the judges for a second presentation before selection of the first, second, and third place winners.

During 1972 the Institute Student Activities Committee organized the Student Policy and Planning Committee (SPPC) with student representatives from each Region. The purpose of the SPPC was to provide a channel for direct student input at the Institute level. In Region 3 the student was also given a major role in the planning of the Regional Student Conference. William T Hurley, of the University of Louisville, was the first Region 3 representative.

During 1972 the four Subsections of the South Carolina Section were upgraded to Section status. Following the example of their colleagues in North Carolina, they preserved the benefits of their former joint operations by simultaneously forming an Affiliation of South Carolina Sections.

IEEE began the year 1973 governed by the newly amended Constitution and with a small dues increase. In addition to the general dues increase for all members, members of Regions 1-6 were assessed an additional amount to fund professional activities within the United States. The United States Activities Board (USAB) was formed to oversee these activities. The prevailing economic climate and the desire within IEEE to "get something done" imposed new demands for their time on the Regional Directors, all of whom were members of USAB. Although Region 3 was slow to get involved in many of the new initiatives, simply because there still was not a groundswell of demand by the membership, Director Dausmann found himself devoting much more time to Board level activity than to the affairs of the Region. The maturity of the Regional staff (Area and Committee Chairmen and the other officers) that had been developed over the past three years began to pay off.

In 1973 the RAB Member Services Committee conducted a Section Leadership Workshop during INTERCON at its New York meeting. This workshop was the first attempt to provide this service at the Institute level. All Region 3 Sections were urged to have any of their members who would be attending INTERCON arrange their schedule to attend this activity. Also, rooms were set aside for each Region during one afternoon for an informal Region Committee meeting. Relatively few Region 3 members showed up for either of these activities.

The 1973 Regional Conference was held at Louisville, KY, in April. The Region 3 Committee members were asked by the Director to express themselves on local needs in the new areas of interest, and, again, little enthusiasm was indicated. A proposal by the Awards Committee for a Regional award for Outstanding Service to the IEEE was approved with the first award to be made at SoutheastCon in 1974.



The Region 3 Committee approved the report of the Nominating Committee for the two candidates for Regional Director. In the membership election later that year, Wilbert L. Sullivan, of Atlanta, was elected Regional Director for 1974-1975. A complete turnover took place in the Regional staff at the start of the new term of office. Six new Area Chairmen and five new Region Committee Chairmen took office. A new Committee, Professional Activities, was established to implement some of the new non-technical activities.

The responsibility and status of the Area Chairmen were enhanced with the initiation of Area workshops for Section officers. Travel and incidental expenses for these were included in the Region 3 budget, and by reducing the travel requirements it was possible to bring several officers from each Section to the workshops. During 1975, 120 officers from 40 of the 42 Sections attended one of these workshops. Recognizing the value of the leadership training, the Regional Activities Board provided \$3,000 for the cost of travel.

Interest in non-technical or professional activities was slowly growing (very slowly in most locations). In fact, in some Sections, opposition to the new IEEE programs still existed. Diverse views on this issue were present at the Board level also. Director Sullivan attempted to reflect the general viewpoint of the regional membership in these discussions. Although professional support was low key within the Region, efforts of the leaders were fully supported.

As an example, the first local project in the Region, and one of the first in IEEE, to be funded from the Regional Assessment (USAB funds) was originated by the Canaveral Section. This project was a study of the potential for a solar energy project in the Cape area that would be supported by State of Florida and Federal funds, utilizing unemployed and underemployed engineers who were already in the area. IEEE funds of less than \$100 were used for printing, postage, and publication of the finished document for presentation to State government. A modification of the proposal was eventually adopted.

Another example of what even a small Section can accomplish with determined leadership was provided during this period by the Central Savannah River Section with only 70 members. Using \$500 seed money, advanced by the Region, for texts, materials, and instructors, a two-day course on the 1975 National Electrical Code was successfully conducted. In attendance were 6 members, 3 students, and 52 non-members. A community need was served and the Section obtained a \$1,700 surplus.

SoutheastCon was held in Orlando in 1974 and in Charlotte in 1975. Both meetings were successful, although there was great concern prior to the Orlando meeting about the impact a current gasoline shortage might have on attendance. This concern was unfounded since the conference was attended by 445 professional members and 145 students. The program included 180 professional papers, 47 exhibitors, and a small surplus was generated, figures comparing favorably with most SoutheastCons conducted 20 years later.

At the awards banquet at Orlando Mr. George Pierce, of the New Orleans Section, was presented the first award for Outstanding Service to IEEE. As the affairs of the Region became more complex and began to involve many more individuals, documented guidelines were needed to provide continuity from one administration to the next. Up to this point each Director was essentially on his own as to how he would manage the affairs of the Region. Fortunately, the three most recent Directors had all served in various capacities at the regional level prior to assuming office, and were prepared to carry on in much the same manner as their predecessors. To correct this deficiency the Region 3 Executive Committee proposed a set of operating guidelines.

Roy H. Harris, who had recently served as Area 2 Chairman and would later serve as Region 3 Director, was asked to head a small group to develop such guidelines. These original Operating Guidelines were adopted by the Executive Committee in October, 1974, and, although not binding on any future administration, carried an implicit understanding that they would be used

by the Regional Director and other officers from year to year to provide efficiency and continuity. This action may have been one of the most significant actions taken by the Region 3 Committee during these early years. These guidelines were later expanded and adopted by the membership as the Region 3 Bylaws.

Student support was further expanded during Director Sullivan's term of office. The special fund for student support contributed by the Sections was merged with the other Region funds. In 1975 all student travel expense was included in the Region budget. Student travel, which had been computed under a different formula, would henceforth be computed as for other members, except that each Student Branch would be allowed to combine the amounts allocated to the three authorized travelers in such a way as to maximize the number of students able to attend. This policy has been more or less followed since that time.

Dr. Larry K. Wilson, of Nashville, TN, who had served as Chairman of Area 5 for the past two years was elected Region 3 Director for the 1976-1977 term. Again, a significant turnover in Area and committee chairmen occurred. One new committee, Educational Activities, was established. The financial status of the Region was much improved because of substantially greater rebates from Headquarters. For 1976 the Region 3 rebate, based on a budget submitted, was \$15,800 plus \$9,500 in USAB funds to be used for professional activities.

SoutheastCon '76 was held at Clemson University. The Technical Conference, the Student Conference, and the Region 3 Committee meeting were exceptionally well attended. At the Awards Banquet, Robert S. Duggan was presented the Outstanding Engineer Award and Ben V. Martin the Award for Outstanding Service. An unusual aspect of Mr. Martin's award was that it occurred on the fiftieth anniversary of his service as Chairman of the Student Branch at Clemson. The Student Branch presented Mr. Martin with a plaque commemorating this event.

Thirty-one Student Branches out of fifty-four were represented at the Student Conference and Prize Paper Contest. An improved formula for student travel reimbursement was partially responsible. Also, the Region for the first time supplemented the Life Member Fund monetary prizes for prize paper winners by \$175, bringing the totals to \$300 (1st), \$200 (2nd), and \$75 (3rd) for the three winners.

Plans were announced by the new Educational Activities Committee for a five-day microprocessor design course to be held in Atlanta later in the year. This joint effort was with the Educational Activities Board, with Headquarters providing the materials, instructors, and publicity, and some financial help. A later announcement indicated that twenty-eight students attended, not quite enough to cover the costs. This humble beginning in sponsoring technical education at the Regional level was to grow in the years to come.

Section management workshops were becoming more popular in the Areas as the value of this training was demonstrated. Areas 1 and 2 (Virginia and North Carolina) experimented with a joint workshop, which was very successful because travel distances were held to a minimum and

broader discussions were possible. Area 4(Florida) held a combined Section management and Professional Activities workshop. Professional Activities finally seemed to be catching on within Region 3. A National PAC workshop held in Washington, DC, was attended by four representatives from the Region. Information received on various PAC programs and personal contacts made at this conference helped stimulate additional activity in Region 3. Among the active programs reported by the end of 1976 were: Middle Tennessee, participating in the Tennessee Joint Engineering Action Group in supporting various legislative initiatives; Canaveral, generating support for recent legislation to extend coverage of the Service Contract Act to professionals; Huntsville, continuing operation of the Huntsville Employment Assistance Office; and the Florida Area (soon to become the Florida Council), representation on the Florida Council of Engineering Societies.

Representatives of Regions 3,4, and 5 were discussing a new major technical conference and exhibition, similar to ELECTRO and WESCON at this time. To be called MIDCON, it would alternate between Chicago, Dallas, and Atlanta and be professionally managed. While these discussions continued for more than a year, the leadership of Region 3 seemed to feel that SoutheastCon was meeting the needs of its members, including students, in a way that MIDCON would not, and withdrew from further consideration of this joint effort. In retrospect, this decision appears to have been wise, since SoutheastCon continues to be the glue that holds it all together in Region 3. Even the major conference SOUTHCON established several years later has not provided the benefits to the rank and file membership that has accrued from SoutheastCon.

SoutheastCon '77 was held in Williamsburg, VA. One notable addition at this conference was a full day Professional Activities Workshop. USAB funds were available for travel support for attendees, and every Section was encouraged to send a representative, even if they had not yet appointed a PAC Chairman. Attendance was less than expected, but the first Region 3 PAC Workshop was well organized and included several participants from USAB and the Headquarters staff. This workshop could be considered the real beginning of a concerted effort at the regional level to bring Professional Activities services to Region 3 members.

The Regional Student Representative on the RAB Student Policy and Planning Committee was added to the Region 3 Committee and Executive Committee. The Executive Committee also authorized the preparation of initial Bylaws for the Region, to be based on the Regional Guidelines. In the fall election, Mr. Roy H. Harris, of North Carolina, who was currently serving as Region 3 Vice Chairman, was elected Director for the 1978-1979 term.

SoutheastCon was held in Atlanta in 1978 and Roanoke, VA, in 1979. By this time competition for future conferences was beginning to build, as more Sections began to recognize the benefits arising from this activity. The existing guidelines allowed selection of conference sites only three years ahead. At each Region 3 Committee meeting there were usually two or more Sections competing for the third year out. The format of activities was much the same each year, but each

new local committee seemed to come up with attractive innovations to increase the value of the conference to Region 3 members. This situation was particularly true of the Student Conference.

Several significant actions took place during Director Harris' term of office: the initial Region 3 Bylaws were adopted; planning for SOUTHCON, a major convention and exhibit, co-sponsored by IEEE and the Electronic Representatives Association (ERA), was initiated; and the first student conference on professionalism was held.

The initial Region 3 Bylaws, based largely upon the Operating Guide then in use, were approved by the Region 3 Committee at its April 1978, meeting in Atlanta. The initial Bylaws included provision for the nomination of either one or two candidates for Regional Director and two or three candidates for Vice Chairman. The intent was to permit the uncontested election of a Director who had previously served as Vice Chairman as a result of a contested election. This fact was not made explicit in the initial wording, but was consistent with provisions of the IEEE Bylaws. Region 3 Bylaws were later amended to include this and other requirements that must be met for an uncontested election.

This nominations and elections procedure has provided the Region membership with outstanding leadership at the top levels of its management structure. The Area structure provided broader recognition of outstanding leadership at the Section level. The Area and Council leadership roles opened additional avenues of service for capable members who were willing to work. The regional committees offered additional opportunities for service at the Regional level. Truly, an extensive talent pool was being discovered and developed for volunteer service to the IEEE. The elections process put into place in 1978, along with the philosophy of selecting candidates who have put in their time in a variety of voluntary assignments and done well at it, ensures the members of Region 3 that their top leadership will be the best of the best.

One small glitch that appeared in 1979 was a change in the elections scheduled by IEEE that required that the names of Regional nominees be received at Headquarters by March 1 of the year of the election. These names had previously been required at a later date. Since the Region 3 Committee did not meet until late April each year, this new schedule forced the Region Executive Committee to decide either to separate the Region 3 Committee from SoutheastCon or to use a mail ballot to the committee members. This decision was not made lightly. The Executive Committee believed that with all the screening that was done by the Nominating Committee, and the care with which the candidates were selected, a mail ballot would not be objectionable to the Region 3 Committee. This feeling was strengthened by the fact that during the ten years of nominating by committee a proposal from the floor at the Region 3 Committee meeting had never taken place. As a result, the mail ballot was instituted and is still being used.

During this period a major new technical conference and exhibit was being planned for the Southeast. Similar to the long established ELECTRO and WESCON and in view of the recently successful MIDCON, there was reason to believe that such a major electronics show and

conference, called SOUTHCON, would be successful if rotated between Atlanta and Orlando. Dr. Joseph Pettit, president of Georgia Tech, was largely responsible for initiating the activity to bring this conference about. As with MIDCON, SOUTHCON was to be jointly sponsored by IEEE and the Electronic Representatives Association (ERA) with members of the local units in the Southeast constituting its Board of Directors. Financial responsibility and participation in any surplus was apportioned to the Atlanta and Orlando Sections of IEEE, Region 3, and three Chapters of ERA. The Electronic Conventions, Inc (ECI) would professionally manage the show. The first show was scheduled for January, 1981, in Atlanta. Director Harris played a major role in obtaining IEEE approval of the concept and the implementing Bylaws and served on the initial Board of Directors.

IEEE had made provision in the organizational structure for an entity between the Region and the Sections called a " Council". Unlike the "Area", the Council was a formally constituted body, voluntarily agreed to by its constituent Sections, with a Chairman elected by its membership under governing Bylaws. During 1978 and 1979 the Florida Sections were busily engaged in organizing such a Council. By 1979 the Sections in Tennessee were also circulating proposed Bylaws for such an organization, and North and South Carolina were converting Affiliations to Councils. The Region Bylaws were amended again to provide that in Areas where Councils had been duly organized, the elected Chairman would replace the Area Chairman on the Region 3 Executive Committee.

Except for North and South Carolina, where the transition from Affiliation to Council was mostly a matter of nomenclature, the formation of Councils was not an easy task. Many Sections saw this as giving up a bit of their sovereignty for uncertain benefits. In addition, no new funding was in the picture to support the costs of Council operation. Statewide cooperation in professional activities was the most obvious advantage initially, but over time there proved to be many others.

In Florida, this cooperation was the driving force behind the formation of the Florida Council. In the middle 1970s many engineers, including many IEEE members, had experienced or were facing loss of employment because of the poor economy and reductions in the aerospace program. The coordinated effort of all the Sections through a statewide organization had much appeal. In 1978 the Florida Council was fully operative, with only one Section declining to participate. Professional issues, including wage busting at Kennedy Space Center, engineering registration, the energy crisis, and legislative liaison were dealt with directly by the Council or in concert with the Florida Council of Engineers.

With no financial support available from the Region or elsewhere, the Sections grudgingly agreed to assessments by the Council, but most of them were not in position to continue these for any length of time. Another temporary source of funds was derived from a technical conference, Florida Eclectic, held in March, 1979, at Florida Institute of Technology in Melbourne. This conference, with 400 registrants, generated about \$2,000, from tutorials and exhibits, which

served to keep the Council solvent for a time. Financing continued to be a critical problem until the advent of SOUTHCON in 1981, and that conference has been a major financial resource since that time. Also, USAB funding of PACE projects was of some help during these lean days. As will be covered later, once the Florida Council was on a sound financial footing, it was able to be of real help to its constituent Sections in their times of trouble.

Professional Activities were finally catching on in most of the Sections of Region 3. Area Chairmen were encouraging this change, and, where Councils were formed, PAC Committees were active at the Council level. RAB and USAB had recently developed the new orientation program, "Professional Awareness Among Students" (later referred to as "S-PAC"), designed to introduce the student to the professional, as opposed to technical, side of his career. The first trial run of this program was organized in Region 3 and conducted in a student conference held at Vanderbilt University in Nashville in March 1979.

SoutheastCon '79, held in Roanoke, VA, and chaired by K. Reed Thompson, was one of the most successful overall during the decade. Registrations totaled 764, including professional members, students, and spouses. A record number of 408 students attended. An outstanding technical program was developed, with 28 exhibits and excellent industry support reported. A surplus of over \$8,000 was generated that was divided equally between the Virginia Mountain Section and Region 3.

In 1978 Dr. Joseph Biedenbach, of the University of South Carolina, began his long tenure as Chairman of the Region 3 Educational Activities Committee. Having been active on the Educational Activities Board, Dr. Biedenbach demonstrated his expertise in and enthusiasm for continuing education to the benefit of the members in Region 3 for the next 13 years.

At the end of the decade the Region 3 Committee and Executive Committee were smoothly functioning management teams. Constitutional Bylaws were in place to govern the operations. Region committees had established their agenda and, in most cases, had written guidelines under which to operate. Section management workshops were providing valuable leadership training at the Section level. Appointed Area Chairmen and elected Council Chairmen all had come up through the ranks of Section activity. Region Committee Chairmen had experience in the fields for which they were responsible and had demonstrated their willingness to work. If the Region could be considered successful at this point, it was the dedication of these volunteers throughout the Region at every level that had made it so.

After a slow start Professional Activities now had a prominent place in the Region. Student Activity was continuing to be of high priority, with a student sitting on the Regional executive Committee. SoutheastCon continued to serve as the vehicle that could tie together all the disparate elements of Regional activity.

Membership growth, which had been slow in the early years, was beginning to accelerate, increasing from 14,482 in 1969 to 20,344 at the end of 1979. Thirty-eight Sections had increased

to forty-two, one Affiliation to three Affiliations or Councils, and thirty-seven Student Branches to fifty-six. Either somebody was doing something right or the Region was mighty lucky.

### III. EXPANDING THE SERVICES 1980-1989

As IEEE moved into the new decade, the regional organization seemed well positioned to deliver the services that its members were expecting and for which they were paying their dues. There had been several dues increases since the 1963 merger, both in the general membership dues and the regional assessment which supported professional activities, although the aggregate increase was less than the rate of inflation. This increase was true for students as well as higher-grade members. Since value received versus cost is a primary consideration for joining an organization, an analysis of membership levels during these sixteen years, both in Region 3 and all regions in the United States, is interesting. The table below illustrates a startling contrast in the membership growth between Region 3 and Regions 1-6 combined.

	Region 3			Regions 1-6	
		Number	%	Number	%
Total	1979	20,344		166,885	
Members	1963	13,217		140,411	
		7,127	53.9	26,474	18.9
Students	1979	3,791		23,827	
	1963	2,951		25,956	
		840	28.5	-2,129	-8.2
Higher Grade	1979	16,553		143,058	
	1963	10,266		114,455	
		6,287	61.2	28,603	25.0

The factors influencing growth in student membership differ from those that influence growth in the higher levels. For this reason it is necessary to make a distinction in the growth rates for the two grades of members. It can be seen from the chart that the percentage growth in total members was significantly higher in Region 3 than that for the United States as a whole. Actually, only Region 5 had a rate of growth approaching Region 3. For students, Region 3 was

the only United States region with a positive rate of growth during this period. In all of the other Regions the growth in higher grades was offset by a loss in student membership.

Regional differences in membership growth for higher-grade members can be attributed largely to demographics and the economics of the period under study. Considerable movements of the engineering community often occur, and the membership figures each month in every Section reflect the net effect of gains and losses. Region 3 has undoubtedly benefitted from such movement. A look at the growth patterns of Sections such as Atlanta, Eastern North Carolina, and several of the Florida Sections illustrates this pattern. However, aggressive membership development in many Region 3 Sections also contributed to these results.

Student membership is more fluid and varies along with the level of engineering enrollment. Region 3 is blessed with a large number of colleges and universities with engineering programs. It seems unlikely that this variable alone could account for the Region 3 student membership increase of 28% during a period in which the other five Regions were each contributing to an overall loss of 12% of the total student membership. One can safely postulate that the dedication and energy of the Student Branch Counselors, the favorable attitude of Department Heads, and the active support of local Sections, aided and abetted by the continuing policy of student activity promotion at the Regional level, were more effective than elsewhere. The comparison of quantitative results attests to the success of Region 3 in membership development for all grades of membership.

In the fall of 1979, David McLaren was elected Director of Region 3 for the years 1980-1981. At the same time K. Reed Thompson was elected Vice Chairman of Region 3 in the first contested election for this office. Both these men had served in a number of appointive and elective offices at various levels within Region 3.

In 1980 the Affiliation of Sections in South Carolina assumed Council status. As such, under the Bylaws the Sections involved became a separate Area, Area 7, leaving only the two remaining Sections, Atlanta and Savannah, in Area 3. Also in 1980, both Virginia and Tennessee were pursuing Council status, reaching agreements among the Sections involved and preparing By-laws. A major consideration in the planning for Councils and for early years of operation was the question of financing. Obviously, for effectiveness some level of financing was necessary. With no outside support available initially, the only recourse was to turn to the constituent Sections for voluntary or prescribed contributions to the Council treasury. This approach did not come easily since most Sections were already strapped financially to meet their own needs.

Two distinct advantages of the State Council over either a multi-state or single-state Area were becoming obvious. The most obvious is that the Council is a bottom-up design, organized by and controlled by its constituent Sections, whereas the Area is imposed upon the Sections from above, even though it is intended for their benefit. The second advantage is that the Council is an entity that can participate in inter-society professional activity, especially at the State level. This

participation was becoming more important with the increased emphasis on professional activity within IEEE.

By 1981 five statewide Councils were active in Region 3: Virginia (Area 1), North Carolina (Area 2), South Carolina (Area 7), Florida (Area 4), and Tennessee (Area 5). In subsequent years the Sections in most of the remaining states considered Council formation but concluded that the advantages were not sufficient for them.

SoutheastCon '80 was held in Nashville at the Opryland Hotel with the now more or less standard agenda of Region 3 Committee meeting, high quality technical program, Section leadership workshop, and a PAC workshop. The Student Conference and Prize Paper Contest was supported by three local Student Branches of the Nashville Section, and included a solar car contest, which was becoming a fixture on the student program. Unfortunately, this SoutheastCon was the first since 1968 to run a deficit. A series of problems beset the conference early on, including unexpected delays in printing the initial call for papers and mailing delays for the initial call, as well as for subsequent notices.

These issues resulted in lower than anticipated attendance. Some expenses were higher than anticipated. Altogether these factors resulted in a deficit of approximately \$6,000 which was shared equally by the Region and the Nashville Section. In addition, the Region Executive Committee agreed to advance the Section the full amount of their portion of the loss in order that all bills might be paid. This experience underscored the need for an improved conference manual specifically designed for SoutheastCon to aid the local committees, some of which were putting together a large conference for the first time.

At the 1980 Awards Banquet, Robert S. Duggan Jr., of the Atlanta Section, received the Outstanding Service award, thereby becoming the first member of Region 3 to have received both the engineering and service awards. Such achievement has been repeated only once since that time, by J.C. Wiltse, also of the Atlanta Section, in 1989.

With the regional structure now firmly established and the Area and Council organizations functioning well, more attention could be given to improving the delivery of services to the membership. Two areas to which special attention would be directed during this period were Educational Activities and Professional Activities. In the field of Educational Activities, much interest was being shown by local Sections in continuing education, but there was a real need for course material and instructors, especially in the smaller Sections. Dr. Joe Biedenbach, Chairman of the Educational Activities Committee proposed the establishment of a continuing education center for Region 3 at the University of South Carolina, at no cost to the Region, for developing and conducting short courses. This generous offer was accepted. Soon thereafter the Educational Activities Board announced a new satellite program to deliver technical short courses throughout the nation. Dr. Biedenbach, as a member of the Board, had a primary role in this development.

The initial program would originate in the Region 3 educational center at the University of South Carolina as a trial of the concept.

Professional Activities were also building a head of steam with strong leadership from Ron Wojtasinski, Chairman of the Region 3 Professional Activities Committee. The North Carolina Council and Florida Councils held PAC workshops in 1980, and at SoutheastCon '80. The State Intersociety Legislative Advisory (SILA) activity, which had not been fully supported throughout Region 3, was made a responsibility of PAC for better coordination with other professional matters. A Bylaw change was made in 1981 to strengthen the work of the PAC Committee. The word "operations" was inserted into the title of the committee to make it clear that their function was more than policy making or advisory. The new Professional Activities Operation Committee would be responsible for planning, organizing, implementing, and monitoring professional activities within the Region. Generally, from this point on what had been called "PAC" would now be called PACE for Professional Activities Council for Engineers. In October 1981, the Region 3 PAOC distributed its first PACE Newsletter to all PACE chairmen in the Region. This newsletter was made possible under USAB funding and was used as a means of keeping the membership informed on PACE activities.

Another area that had been given little attention in the past was that of Public Relations. A few of the larger Sections were able to publicize their activities locally, but there was general recognition that more effort and better methods were needed to tell the public the story of the engineering profession generally and of the IEEE in particular. Region 3 was fortunate that, at this time, Mr. R.H.Tanner, a former president of the Institute, moved his residence to South Florida and was willing to serve the IEEE in any way he could be useful. After having served as Director of Region 7 (Canada), Vice President of RAB, and President he accepted the office of Chairman of the Region 3 Public Relations Committee and worked tirelessly for eight years encouraging the various entities of Region 3 to promote aggressively Public Information about IEEE and the electrical engineering profession.

In January 1981, the first SOUTHCON was held in Atlanta. It was deemed a huge success with over 10,000 attendees visiting the 500 booths. A surplus of \$34,000 was generated with Region 3 receiving \$1,700 as its first share from this new conference.

SoutheastCon '81 was held in Huntsville, Alabama, with the usual technical program, student program, and exhibits. The number and quality of papers presented were outstanding, and more exhibitors of higher quality were represented than at any previous conference. However, the local arrangements committee was concerned about what they perceived to be a considerably lower attendance than expected. At the Region 3 Committee meeting the point was made that although the student registration was very good, few professional registrants other than those presenting papers attended. This situation was disappointing to the exhibitors and had a negative impact on the financial health of the conference.

Although nearly three months separated the two events, competition from SOUTHCON was blamed for the reduced attendance. After considerable discussion at the Region 3 committee meeting, the Long Range Planning Committee was asked to study the question of conflict between the two conferences and bring back a report and recommendation at a later date.

Although the attendance was lower than had been anticipated it was not significantly out of line with prior SoutheastCons. Also, when the financial results were complete, the conference showed a surplus of approximately \$1,000.

At the Region 3 Committee meeting, K. Reed Thompson was nominated as the single candidate for Director, 1982-1983, under the new Bylaw provision permitting this change if the candidate had been previously elected Vice Chairman in a contested election. He thus became the first Region 3 Director elected without opposition since Robert Elliott in 1967. Robert S. Duggan, Jr. was elected Vice Chairman for 1982-1983.

When the Ft. Walton Section bid on the 1982 SoutheastCon in 1979, the Region Executive Committee had some doubt about the wisdom of accepting the invitation. Ft. Walton was one of the smaller Sections in the Region, with about 150 members and no student Branch in its territory. Few of its members had any experience in organizing a large conference. The industry base in the area from which to draw support or exhibits was limited, meeting space was marginal, and transportation was minimal. Nevertheless, the invitation was accepted. During the planning and organizing phase, the University of Florida Student Branch offered to serve as host for the Student Conference, the Panama City and Pensacola Sections offered support, the Florida Council provided counsel and financial assistance, and the Region Executive Committee made its advisory functions available. The result of all these contributions led to an unusually successful conference, with a strong technical program for the 250 professional attendees, twenty-two exhibitors, and over 500 student participants. For the latter, the University of Florida Student Branch deserves much of the credit. In spite of the early concerns the conference generated a surplus of nearly \$6,000.

The overall success of the 1982 conference is a classic example of what a dedicated group of volunteers, in even a very small Section, can accomplish in IEEE. A tribute must be given to the vision, determination, and professional ability of Section Chairman Carolyn Schauble, who believed it could be done and who later served as General Chairman of the Conference.

In October 1981, the Region 3 Executive Committee received the report of the Long Range Planning Committee regarding the perceived conflict between SoutheastCon and SOUTHCON. In effect, the report stated that it was too early to determine with any certainty that a conflict did, in fact, exist. The conferences served different objectives and, to a great extent, different audiences. SoutheastCon was peculiarly related to the Region 3 IEEE structure and its members, both professional and student, whereas SOUTHCON had a wide appeal to a much broader

audience within the profession. As a result, reasons existed to believe that the two conferences could co-exist. The report recommended that every effort be made to strengthen SoutheastCon and to separate the dates to the extent possible. The Executive Committee accepted the report and directed that the actions recommended be implemented as far as possible by all those entities involved with future SoutheastCons.

SOUTHCON 1982, in Orlando, was held in three separate locations because of construction delays in a new convention facility. Despite this setback, the more than 500 booths available were sold out, and over 12,000 attendees were shuttled back and forth between venues. A small surplus was generated by this conference.

The basic organizational structure of the Region continued to change to better serve the needs of the membership. A new Section was established in Central Georgia in 1982. The Panama City Section and Tallahassee Subsection merged to form a new Tallahassee Area Section in 1983. Additional Student Branches were established, as were numerous Society Chapters in existing Sections and Branches. An additional Area was established, Area 8, for the three Sections in Kentucky that had been left out on a limb with the formation of the Tennessee Council.

The five Councils in the Region were growing stronger and becoming of greater service to their constituent Sections. Financing continued to be a problem, but the Region was now in position to help through the needy Section funds available from Headquarters. Virginia's biennial VACON was generating some surplus for them. North Carolina, with some established income from the annual Symposium, was seeking to increase advertising revenue from the NORTH CAROLINA BULLETIN and from other conference activity. South Carolina also was working to increase revenue from their paper, THE CORONA.

The travel distances for statewide meetings intensified Florida's financial needs. Anticipated income from SOUTHCON '82 was less than expected, but with some help from the Region they were working to become financially independent. The Gainesville Section, which at the time the Council was organized had elected not to join, had recently become a member, with the anticipation of additional strength. Tennessee, with funds from the Region had established a quarterly newsletter and was getting involved in state political activity through the Tennessee Joint Engineering Action Group.

Interest and support of Professional Activities continued to broaden. Evidence showed that from a total of 17 USAB awards in 1982, eight were to Region 3 recipients, including the highest award for professionalism presented to Larry Dwon of the Eastern North Carolina Section. Thirteen Region 3 members attended a national PACE conference and five members an IEEE Careers Conference. The PAOC and the Student Activities Committee jointly conducted SPACs at six universities during 1982 and 1983. In every instance the interest in IEEE generated by these conferences resulted in a substantial increase in Branch membership.

Under the leadership of Vernon Powers the Region 3 awards program was maturing. A third major Region 3 award, the "Outstanding Engineering Educator Award," was introduced with the first recipient to be recognized in 1984. Also, the "Exemplary Section Award" was created to recognize those Sections that achieve administrative excellence significantly above the ordinary. In addition, the Awards and Recognition Committee introduced the first Operations Guide for the awards process to add formality and continuity to the nomination and evaluation of candidates. Dr. George P. Rodrigue, of the Atlanta Section was the first recipient in 1984 of the Outstanding Engineering Educator Award. Two Sections, Alabama and Orlando, were the first to be recognized as Exemplary Sections, in 1983.

In the educational field, the major development during these years was the IEEE satellite program for delivering short courses to groups of members at various sites throughout the nation. The first program originated in November, 1982, at the Region 3 educational center established earlier by Joe Biedenbach, Chairman of the Region 3 Educational Activities Committee, at the University of South Carolina. A second program was originated at the same location in early December and, partially as a result of the good reports of the first, was an overwhelming success. Approximately 2500 engineers at 96 sites participated. Members of the Columbia Section served as a studio audience, adding a distinctly Region 3 flavor to the program. In Region 3, over 140 participated at seven sites. More courses were in the planning stage with four already scheduled for 1983.

The high regard within IEEE for Region 3 Student Activities was further demonstrated by the receipt of three Bendix Awards for student projects in 1981-82 and by three "Outstanding Counselor" awards in 1982 and two in 1983, out of the ten awarded by IEEE each year. Of greater significance, perhaps, was the adoption of the Region 3 rules for the Student Paper Contest as part of a student paper manual being prepared by the Institute Student Activities Committee for use throughout IEEE.



In preparation for recognition of the IEEE Centennial in 1984 all units of the Institute were asked to develop plans, programs, and activities in support of the celebration. Director K. Reed Thompson and the Executive Committee had emphasized this participation, and extensive planning activities were underway throughout the Region. One special item developed at the Regional level was the "Region 3 Centennial Compendium", a publication documenting the organizational growth, the persons who had served, conferences held, and awards received. The personal memoirs of most of the directors who had served since the formation of Region 3 were included as was a one hundred year historical events chronology of electrical engineering in the geographical area served by Region 3. Vice Chairman Duggan was responsible for the compilation and production of this document, which provided a foundation for this present history.

More than 12,000 registrants attended SOUTHCON '83 in Atlanta even though the third day of the show was impacted by a snow and ice storm that brought Atlanta traffic to a standstill. The trend for SOUTHCON at this point seemed to indicate that it was still being nurtured, and, while it was successfully delivering valuable service to vendors and buyers in the Region, it had not yet matured into a consistently successful financial operation. Neither was it clear that it was performing a significant service to the general IEEE membership of the Region.

SoutheastCon '83 at Orlando also had mixed results. Professional registration was lower than anticipated, but as in the two previous years almost 500 students were present. The high cost of student travel, which had been lurking in the shadows when the last several budgets were prepared, came to the forefront as a result of this conference. The combination of the large numbers of students and less than adequate control of travel expense resulted in substantial over expenditures. Expenditures for the Student Conference (primarily travel) by the Region, not including that expended by the Conference Committee, amounted to approximately \$25,000. This amount was about 46% of the total 1983 disbursements for the Region.

These expenditures, together with a shortfall from conferences, resulted in a total deficit for the year of approximately \$5,000. Region 3 entered 1984 solvent, but barely so. As a result, tighter controls were put on all expenditures, and a new formula for student travel was put in place that limited the total reimbursement to any one school and gave priority to those schools that had one or more papers being presented.

In the fall 1983 elections Robert S. Duggan, Jr., incumbent Vice Chairman, defeated a petition candidate in an unplanned contested election for 1984-1985 Director, and George F. Abbott was elected Vice-Chairman, in a contested election, which made him eligible as a single candidate for Director in 1986-1987.

In 1984 IEEE celebrated its 100th birthday, and organizational units and individuals throughout Region 3 took part in many of the activities. The Region 3 Centennial Compendium mentioned earlier was distributed as a historical record of the Region's past. Local meetings, programs, or activities took place in Sections and Councils. For example, the South Carolina Council hosted a reception for legislators during the legislative session, geared to the centennial celebration. In Louisville SoutheastCon '84 used the theme "A Century of Electrical Progress" and provided a historical exhibit in addition to the technical exhibit.

A number of representatives from Region 3 attended the Sections Congress held in Boston. Director Duggan had established a goal of 15 sites receiving a satellite broadcast of the Centennial Convocation in Philadelphia. Region 3 did better than this with 25 sites (out of a total of 125), with at least one site in each Region 3 state. There were an estimated 675 viewers at the 25 sites, making this by far the largest satellite audience in Region 3 at that date. A beautiful bronze commemorative Centennial Medal for outstanding service to IEEE was awarded to

individuals throughout the Institute, and Region 3 received its share of these. The year 1984 was an exciting year.

Region 3 continued its participation in the satellite short course program. For the four programs in 1984, Region 3 employed a total of 42 sites ranging from 8 to 14 per program. Many Sections were finding it difficult to obtain down link facilities at convenient locations. The Educational Activities Board reported that the program was breaking even, but was not the moneymaker that it had hoped it would be. Videotapes of the programs were being made available for use by local Sections, and some Region 3 Sections were beginning to make use of the programs. The South Carolina Council was looking at the possibility of making use of the South Carolina ETV network to distribute the programs statewide, either live or from videotape. Continuing education was alive and well.

With the maturing of the awards program at the Regional level, Councils and Sections were developing or expanding awards programs of their own. The Florida Council had duplicated the Region 3 awards at the Council level, using the same format for recommendations. As a result, the award nominating process for a Section was simplified by allowing a single nomination to serve either purpose.

More Sections were applying for recognition as "Exemplary Sections." Since this is a self-nomination award, with recognition based on documented performance, successful nominations required a self-evaluation that convinced the Section leaders that, in fact, they have been performing well above the norm. The documentation is then submitted to the Awards and Recognition Committee for consideration. Four Sections were recognized for this achievement in 1984 and nine in 1985. To ensure the continuity of the Awards program the Bylaws were amended in 1984 to make reference to the Awards and Recognition Manual as being an appendix to the Bylaws.

SoutheastCons '84 and '85 were held in Louisville and Raleigh, respectively, with the high quality programs for both professionals and students that the members had now come to expect. Although efforts had been made over the years to develop an operations guide uniquely tailored to SoutheastCon, such a guide still did not exist. The meetings committee proposed that an outside consultant be engaged to produce such a guide, at a cost of only \$1,000. The Region 3 Executive Committee gave approval, and such a guide was produced in time to be used for the 1985 conference.

SOUTHCONS '84 and '85 were held in Orlando and Atlanta, respectively; with attendance still increasing, reaching 16,479 in 1985. In 1984 the Long Range Planning (LRP) Committee was again asked to review the question of conflict between SOUTHCON and SoutheastCon with particular attention to the possibility or desirability of merging the two conferences. Again, after study, the answer was the same. No significant conflict existed. As for merger, no advantage could be identified. As the earlier report had made clear, the two conferences were distinctly

different in purpose and objective. The student involvement alone was sufficient argument against this step.

The LRP Committee also examined the current leadership training activity and reported that in its opinion a very good job was being done in this area. Most leadership training was by this time being conducted on a Council or Area level, which seemed to be the most efficient and effective manner. John Miller, who had led in the establishment of the Tri-Cities Section in Tennessee and was currently Professional Activities Chairman for the Region, had developed considerable material for use in leadership training and had volunteered his services to organize and/or conduct leadership training along with PACE workshops wherever he could be used. His work was highly praised by those who had taken advantage of his volunteer efforts. The only suggestion the LRP Committee offered was that this activity be formally assigned to the Educational Activities Committee for supervision.

PACE activities continued to expand with more Sections getting involved. Strong leadership at the Region and Council levels was a factor as was the availability of funding for these activities from USAB. At the National PACE Conference in 1984, 16 Region 3 Sections were represented by 22 attendees, each of whom returned fired up to take new initiatives in his organization. The 1985 National PACE Conference was held at Seabrook Island, SC, making it possible for even more Region 3 people to participate. An interesting initiative reported by the Virginia Council was a cooperative arrangement with the Northern Virginia Section (Region 2) to form the IEEE Virginia Activities Committee for joint legislative effort in the State. Mr. K. P. Lau of Charlotte was chosen an IEEE Congressional Fellow for 1984-85.

IEEE Bylaws were amended in 1984 to permit, but not require, the elective office of Director-Elect for a Region. Such officer would succeed to the office of Director without further vote by the members. The Region 3 Executive Committee considered adoption of this provision during 1985 as an alternative to the elected Vice Chairman who may succeed to the Directorship without a contested vote. The latter procedure had been in effect in Region 3 for the last three elections and seemed to be working. It has the advantage of permitting, but not requiring, the succession of the Vice Chairman. The Executive Committee decided to continue the current arrangement on the basis of "if it ain't broke, don't fix it.

All leadership in IEEE is voluntary. In most instances there is more than an adequate number of volunteers. Sometimes in smaller Sections, problems arise in obtaining the necessary officers with the will and dedication necessary to carry out their responsibilities. The required reports may not be made, and the Section may for a time be considered "delinquent". Several Region Sections found themselves in this condition during the period covered by this history. An example is the Jacksonville Section. In one year this Section lost its entire officer cadre, mostly due to transfer out of the Section area. No members were willing or able to step forward to keep the Section viable. After two or three years of inactivity, with the help of the Florida Council, the Section was able to get on its feet again.

The opposite situation is one in which the Section finds it can more effectively serve its members in two locations rather than one. The Section can then either establish a Subsection in a new location or can actually divide itself into two Sections provided there are enough active members to support the two. The Canaveral Section successfully did the latter in 1984, with its new offspring becoming the South Brevard/Indian River Section, bringing the total number of Sections in the Region to 45.



In 1983 the Jamaica Section indicated its desire to be assigned to Region 3 rather than to Region 9. Both Regions agreed to the change, but obtaining IEEE Board of Directors approval and accomplishing all the necessary paper work took time, and it was not until the end of 1985, and with much effort on the part of Director Duggan, that the transfer was actually consummated. In view of the impending transfer and to welcome the Jamaicans into Region 3, the Region 3 Executive Committee held its meeting in November 1985, in Jamaica. This meeting served a dual purpose of getting acquainted with the leaders of the Jamaica Section and providing a learning session for them. In addition to the regular business of the Committee, several

presentations were made for purposes of orientation by Director Duggan, representatives of RAB and others.

George F. Abbott and Charles Alexander were elected by the membership to serve as Director and Vice Chairman of Region 3, respectively, for the 1986-1987 term.

The new administration entered 1986 in an improved financial position, but with a continuing need for tight fiscal controls. A small surplus had been generated in both 1984 and 1985; however, reserves were still quite limited. The Jamaica Section became a textbook example of how a small Section, in the doldrums, can, with determination and leadership and a little help and guidance from the Regional or Council level be turned around. In early 1986 membership was at low ebb, and minimum requirements for meetings had not been met in 1985, resulting in withholding of funds. New officers had been elected and were scheduled to attend a Section Officers Workshop with the Florida Council in June if travel expense could be funded. Funds for travel and other necessary Section expenses were made available from the Region 3 "needy Section" account until the Section could get on its feet. The training session in Florida, help from the Region, and the local enthusiasm all had an immediate impact. By the end of the year the Section reported, in addition to regular meetings, a videoconference, a technical seminar, and a training course for its members. The Jamaica Section soon became one of the fastest growing Sections (proportionally) in the Region, and took steps to organize a student branch. At about this same time the Jacksonville Section, which had, effectively, been out of business for some time was able to elect a slate of officers and begin operations again.

More members of Region 3 were asked to serve on boards and committees at the Institute level. In 1986 five of twenty-three positions on RAB were filled by members of Region 3 as were many offices on other boards. In 1987 Robert S. Duggan, Jr., senior Past Director, would be elected Vice President of Regional Activities, and the current Director, George Abbott, would later serve as Executive Vice-President.

In 1985 R.W. Russell II, of the Richmond Section, was awarded the RAB Innovation Award for a special project conceived and carried out by the Richmond Section and Virginia Council. At the national Boy Scouts of America Jubilee, held in Richmond, the Section provided a booth, equipped and staffed by over 100 volunteers during the course of the event, at which the scouts received an introduction to the field of electrical engineering.

Although some short courses by satellite were still being offered, a trend toward videotape was beginning. The high cost of production with marginal offsetting revenue and the logistical problem of establishing down links in most locations were major factors associated with this trend. The Regional Education Committee was doing all it could to stimulate continuing education using whatever means were available and was looking at the production of video courses within the Region. Most successful satellite programs still active were cooperative ventures with industry or colleges. The Atlanta Section had an arrangement with Lockheed-Georgia to share the costs. The Paducah Sub-section had an agreement with Martin-Marietta and the Paducah Junior College for at least one program.

On July 1, 1986, the newly elected Vice-Chairman of Region 3, Charles K. Alexander, resigned his position due to his move out of the Region 3 area. Director Abbott appointed Vernon B. Powers, who had been the unsuccessful candidate for this office in the last election and was now serving as Secretary, Vice Chairman for the remainder of the term.

Region 3 had not consistently published a Newsletter since the two trial issues sent to all members in the Region in the early seventies. In the past couple of years, efforts had been made to produce a newsletter for distribution primarily to Section officers to keep them up to date. The new Vice Chairman made this a priority, establishing a definite schedule and distribution list to Section and Subsection officers and committee chairmen, and members of the regional committees. One issue was mailed during the last half of 1986 and quarterly thereafter. Branch chairmen and counselors were later added to the distribution.

The Region recognized that production of a quality newsletter is a full time job for a volunteer, not an "additional duty". Enlistment of a full time editor to take on this job is required to ensure the production of a high quality Region 3 Newsletters over the years. Although the newsletter continued to be produced and published as a responsibility of the Vice Chairman through 1987, efforts were being made to identify a person who was willing and able to undertake this imposing task.

SoutheastCon '86 in Richmond was pronounced a success both financially and from the viewpoint of students. Reservations for participants in the technical program sessions exceeded estimates. Excellent cost containment, especially in the area of printing and publishing and for social functions, without reducing quality of either resulted in a surplus of over \$7,000 to be shared by the Richmond Section and Region 3.

Notwithstanding the success of most SoutheastCons, such as that described above, Region 3 leaders recognized that there was still not sufficient continuity and consistency in the planning process for these conferences and that the host Section for each conference was still being left largely to its own resources. A proposed SoutheastCon Board of Directors would include the General Chairmen of the three most recent conferences and the two succeeding conferences, the Meetings Committee Chairman, and the Region Vice Chairman, who would chair the Board. The Board would oversee the planning process for future meetings and guide and monitor the local committees. A Bylaw change was made to incorporate such an entity into the Region 3 structure.

SoutheastCon '87 was held in Tampa, hosted by the Florida West Coast Section. The leadership workshop during this conference included Chapter officers and was attended by 50 representatives of various units throughout the Region. This workshop was by far the largest training session of this type held up to that time. The SoutheastCon Board made its first report at the Regional Committee meeting. The Board committed to produce a conference manual specifically for use by SoutheastCon planners. Recognizing that this conference is the single most important activity which affects the entire membership, both professional and student, it also recommended certain actions to make the conference even more valuable to Region 3 members. Noting the declining interest in the professional program, the Board suggested narrowing the broad horizontal program, targeting it to the interests of local industry, increasing peer review to ensure the highest standards and appropriateness of papers, and developing a marketing strategy for each hosting location that would target local interest for both the program and the exhibits. The Board once again reaffirmed a commitment to incorporating the student activities into the overall conference plans, yet allowing the student community to plan and conduct its portion of the conference separately.

Somewhat as an aside, it is worth noting here, that for many years the student program had included a hardware contest for the Branches to design and build a device that would then compete during the conference. Design criteria differed each year. Originally, this was called a solar car contest, then a "seeker" car, then finally just a "device contest". The Region 3 Student Activities Committee reported during this period that the Region 3 Device Contest had become a very serious project in the Electrical Engineering Departments of several schools and was being assigned as a Senior Project at some.

In 1987 the RAB Innovation Award again recognized a Region 3 member. Dr. R. T. Nash, of Vanderbilt University and Vice-Chairman of the Tennessee Council, was the recipient of this

award for developing a model study of the quality of engineering education related to the industrial needs of the State of Tennessee.

During this period professional activities continued to expand, aided by the availability of special funding from USAB. Several S-PACs were held each year, a PACE Newsletter was published to keep all units of Region 3 aware of what was happening in the field of professional activities, a PACE workshop was held at SoutheastCon, every state was active in SILA (State Intersociety Legislative Activity), and work was progressing on a COMPMAIL+ network for all PACE representatives. At the 1986 national PACE conference in Phoenix 20 Region 3 attendees represented 15 Sections and 5 Councils in seven of the nine Region 3 states.

Tight financial controls during 1986 again produced a surplus for the Region and an addition to the reserve fund. In anticipation of reduced income during 1987 and the healthy reserve after three good years, a deficit budget was planned for 1987 rather than reducing the level of services to the members. This budget allowed some travel reimbursement for attendance at the Sections Congress for Sections not having sufficient funds of their own. However, not only did the income shortfall occur, but expenses mushroomed, resulting in the largest annual deficit ever incurred by Region 3, with an accompanying wipe out of the reserve. Because the Vice Chairman had been appointed rather than elected by the membership, a contested election was held for both Director and Vice Chairman in 1987. As a result, Vernon B. Powers, the incumbent Vice Chairman was elected Director, and Dan W. Jackson was elected Vice Chairman for 1988-1989.

Restoration of the financial integrity of the Region was the first order of business for the new administration. Reed Thompson, Regional Director 1982-1983, was appointed Secretary /Treasurer, and charged with overseeing this task. IEEE Headquarters agreed to provide the entire annual rebate as early in the year as possible to provide the Region with operating funds. Both the Florida West Coast Section and the Florida Council offered to loan surplus funds to the Region should this be necessary, but the action was not required. The Region 3 Executive Committee meeting normally held in January was canceled.

A Region Finance Committee was created consisting of the Treasurer, the Director, and the Vice Chairman. The committee was responsible for preparing the Region budget prior to Executive Committee review, providing feedback on expenditures to committee chairmen and special project chairmen, and exercising financial risk management for the Director.

In January, an audit of the Region books by the new administration brought to light two major problems contributing to the financial debacle. With Executive Committee approval, the Student Activities budget was more than doubled after the original budget was prepared. Also, no financial report of PACE activity in 1987 was prepared. Many PACE activities that should have been funded by USAB were absorbed by the Region general fund. Prompt action was taken to correct these problems. A travel policy was defined for students, which regained control of

student expenditures while emphasizing Region support rather than 100% funding, and which placed responsibility on the Student Branches to make the best use of the funds available. A unique "Student Travel Voucher" was designed to replace the standard member travel voucher. Both the policy statement and the voucher were included in the Region Operations Manual and in the next revision of the Region Bylaws. The problem with PACE financial reporting was corrected by placing more stringent controls on USAB allocations by the Region Finance Committee.

The Finance Committee, under Chairman Reed Thompson's guidance, eliminated the written Annual Geographic Unit Financial Report and replaced it with a PC based computer program, which greatly simplified financial reporting. This work was funded and completed in 1989 as a Region 3/RAB Special Project and was made available to all RAB entities. All Region 3 Section and Area/Council Chairmen received the program on diskette, thereby standardizing financial reporting within the Region. This program (revised) continued to be used by RAB and its entities for year.

Region 3 Councils either cost shared or totally absorbed travel expense to Region 3 Excom and Committee meetings during 1988, contributing to reduced meeting expense and a significant improvement in the Region 3 financial position by the end of the year. This policy was continued through 1989.

Under these conditions, the new Region 3 Executive Committee held its first face-to-face meeting in April during SoutheastCon '88 at Knoxville. One or two of the members continued in the same position as previously, a few incumbents took on a new assignment, but the majority of the committee found themselves serving at the Regional level for the first time.

One new position had been added, that of Newsletter Editor. This position would no longer be just an additional duty for the Vice Chairman. Ms. Deborah M. Powers, who had served as Chairperson of the Florida Council, took this job that had languished for want of full time responsibility. This decision led to the beginning of a regularly published, quality publication to serve the entire Region 3 leadership. Printed on 8 1/2 x 11 heavy stock, 20 pages, including pictures, the Region 3 Newsletter was mailed to all officers and committee chairmen in all units within the Region, about 500 copies. The Newsletter was soon recognized as one of the premier publications of its kind within the Institute.

Previous Directors and many committee chairmen had established annual goals and objectives that they hoped to accomplish. All too often these were stated in such broad or general terms that evaluation of the outcomes was difficult. Director Powers set forth immediately a list of goals and objectives for the Region and for each area of responsibility at the Regional level that was specific and measurable. A new era of management by objectives had begun that would continue into the future.

Although attendance was less than expected, SoutheastCon '88 in Knoxville was a successful conference. Student attendance was down substantially from the last few conferences because of the limitations placed on support for student travel. Attendance was not down sufficiently to detract from its value or its intended purposes to support the student work within the Region. The student attendance at Knoxville could probably be viewed as a more realistic match between the results to be achieved and what the Region could afford.

The North Carolina Council had been discussing with members of the Electronic Representatives Association (ERA) for some time the possible joint sponsorship of the North Carolina Symposium and Exhibition (NCSE) with professional management similar to that for SOUTHCON. The Council's NCSE was not held in 1987 in anticipation of the start of this new arrangement in 1988. The first joint NCSE-ELTECH was held in the spring of 1988 in Charlotte and was very successful from both attendance and financial perspectives. As a result, planning continued for the 1989 conference in Raleigh. Following another successful conference in 1989, a new contract was negotiated with ERA to continue the joint arrangement an additional two years.

Concerns were raised at this time about the management of SOUTHCON under Electronic Conventions Management, Inc. The IEEE objectives for the convention and exhibition were not always the same as those of partner ERA. The division of surplus among the IEEE entities involved was also questioned. Attendance seemed to have peaked, and the increased income came with a substantial investment of manpower. While the immediate questions of management were resolved, the broader questions of value to the membership continued and would result eventually in the withdrawal of the Atlanta Section as a partner and SOUTHCON becoming an all Florida activity, with Regional support.

Two long-time service members of the Region 3 Executive Committee gave up their positions at the end of 1988. Robert Tanner, Public Relations Committee Chairman, and Charles Rodgers, Chairman of Area 6, who had held their respective offices since 1980 asked to be allowed to step down. Tanner had worked untiringly to create an awareness of the importance of public relations and public information to the engineering profession and to stimulate and assist all entities within the Region to establish a viable PR program. Rodgers, responsible for a large geographic Area covering three states, and without a mandate from the subordinate Sections, had performed a valuable service to the members of his Area and to the five Regional Directors under whom he had served. Both men were praised for their long service and were presented certificates of appreciation at SoutheastCon '89.

By the end of 1988, the stringent controls and financial austerity imposed early in the year were seen to produce real dividends. The total expenditures of under \$40,000 (down from \$80,000 in 1987) along with increased income from conferences and other sources resulted in a surplus for the year of almost \$60,000. Much of the success on the income side was due to the ability of Director Powers to obtain Headquarters' funding for a number of special projects so that they

could go forward without cost to the Region. Also, SOUTHCON income was greater than expected. On the expense side, control of travel expense was the primary factor.

In his year-end report Treasurer Thompson stated, "We will enter 1989 with sufficient resources to vigorously pursue the needed activities to support our member needs". The 1989 budget was planned accordingly, even to include a slight deficit, if necessary. By any standard this was a remarkable one-year turn around.

Two former Region 3 Directors, Robert Duggan and George Abbott, were candidates for Executive Vice President of the Institute for the year 1989. George Abbott was the successful candidate and joined the list of other members from Region 3 who had served the IEEE at the highest level.

During 1988 and 1989, the number of Special Projects increased significantly to accomplish many of the Regional objectives. Most of these projects required financial support beyond the resources of the committee or entity charged with the project. A formal proposal was required outlining the project, its proposed result, its cost, and its date of completion. Approval by the Director authorized the expenditure. For some projects partial or full funding was available from RAB or USAB if the project was expected to result in a product that had usefulness beyond the Region. Internal assistance in funding was also provided by some Region 3 Sections, Councils, and Society Chapters. This method of operation speeded up much of the volunteer effort and also established financial accountability for the use of IEEE resources.

In early 1989 there were 25 special projects in progress by nine different committees of the Region. These projects included a Regional Awards and Recognition Manual, a Regional Operations Manual, a Leadership Training Video, a Student Conference Guide, an Educational Products Lending Library, and others. At the local level the East Tennessee Section was developing a Section Yearbook primarily with its own funds, but supplemented by the Region. The Tennessee Council was working on a Sample Section Profile with PACE funding. These projects are an indication of the massive volunteer effort that was underway to develop additional resource material to enhance the Institute services to members of Region 3.

Student membership, after peaking at over 6,200 in 1984, had lost some ground or remained relatively flat for the last several years. To assist the Counselors and the Branches with their work the Region Student Activities Committee had under development a Region 3 SAC Operations Manual, a Region 3 Regional Student Representative Manual, and a Region 3 Student Conference Manual. These three documents would provide greater continuity in the student activities in the years ahead.

Membership development committees over the years have faced the problem of students not retaining their membership upon graduation. This retention issue results in a significant loss of potential members. A major impediment to addressing continuity of membership is the difficulty of determining the former students' permanent addresses after they leave college. To deal with

this problem the Region 3 SAC developed a special project that it proposed to test for the first time at the 1989 Student Conference. An attractive custom designed portfolio style binder was given to each senior student attending the conference in exchange for his expected permanent mailing address following graduation. Another Special Project under the Region 3 Membership Development Committee complemented this effort. Under this project the MDC received the graduate's permanent address from SAC, determined his/her Section, then contacted the Section Chairman and asked him/her to contact the recent graduate personally. This project was good in theory, but insufficient data were collected to determine the project's effectiveness.

Another special project initiated and carried out by the Region 3 Student Activities Committee was the development of an information card describing the IEEE and the history of its symbol. The card would be used as the carrier for the student membership pin given to all new student members. The card was adopted by the transnational SAC for use throughout the Institute. A brochure encouraging student membership for networking purposes developed by the Region 3 Membership Development Committee was also adopted for use throughout IEEE and distributed to all Student Branches.

The RAB Larry K. Wilson Regional Student Activities Award for 1989 was presented to Manuel I. Rodrigues, of the Florida West Coast Section, for his outstanding performance as Chairman of the Region 3 Student Conference at Tampa in 1987 and for other meritorious leadership.

SoutheastCon '89 in Columbia, SC was an outstanding success. The local committee under Dr. Joe Biedenbach's aggressive leadership introduced a marketing strategy of selling the value of the conference to local industry management and obtaining both financial support and widespread participation of engineering employees. Local companies contributed as much as \$10,000 to be listed as "sponsors". Many high quality exhibits were also obtained. The technical program was especially tailored to local interests with more papers from industry than in the past. Total attendance was almost 1000, a high for SoutheastCon. A surplus of approximately \$9,000 was generated to be shared by the Columbia Section, the Region, and the local Student Branch. Subsequent SoutheastCon committees with equal success followed the Corporate Sponsor feature of this conference.

Another management initiative taken by Director Powers was an audit program for the Sections with an objective of auditing all Sections over a five-year period. The auditors were appointed by the Director from Council or Area level. The first candidate for the program was the Miami Section, which was experiencing some post conference financial problems from a major conference they had sponsored. The audit identified a number of discrepancies and a Conference/Section deficit of \$8,000. The Section was assisted in regaining solvency by use of the Region "Needy Section Fund." The audits were continued into 1989 but were discontinued in 1990.

In 1989 the Ft. Walton Beach Section and the Pensacola Sections were merged to form a new Northwest Florida Section based in Pensacola.

A total of 23 special projects were completed during 1988 and 1989. Several operations manuals were among the end products. The most significant of these was a comprehensive Region 3 Operations Manual. The Regional Activities Board made copies available to other Regions as a model. An improved Awards and Recognition Manual, including RAB awards, was produced in 1988 and modified in 1989 to include USAB awards. A Leadership Training Manual, and the Student Conference Guide added to the library of "How-to" manuals now available for the many volunteers working at all levels of the Region 3 structure.

Truly, this decade had been one of "Expanding the Services" for the members of Region 3. Total membership itself had undergone considerable expansion as 13,113 members were added during the years 1980-1989. This increase represents a 64% growth or an average of 6.4% per year, well above any other U.S. Region.

Growth of student members was almost as great, increasing by 58%. However, the student membership, which peaked in 1984, showed an actual loss of student members during three of the last five years.

Membership dues increased substantially during this period, so it may be inferred that the increased services available and the method of delivery by the "activist" leadership of Region 3 had a salutary effect on the cost/benefit relationship for an increasing number of members.

The number of Sections in the Region increased from 42 to 45 when four new Sections were added and one was lost due to a merger. Student Branches increased from 56 to 78 as efforts were made to meet the needs of electrical engineering students in more and more schools. Another facet of growth that basically represents increased service to the membership is the growth in numbers of Society Chapters during the period. Chapter formation is a product of a sufficient concentration of a particular Society's members in a local Section and the initiative of the Section leadership in taking the necessary steps to organize the Chapter. The number of Chapters in Region 3 grew from 59 to 80 in the ten year period. Chapter meetings are not as consistent from year to year as are Section meetings, but, in general, the meeting activity of the Chapters increased by roughly 25% during this time.

In the 1989 elections, Dan W. Jackson, the incumbent Vice Chairman, was elected without opposition to serve as Region 3 Director, and J. Cullen Wright, who was serving as Secretary, was elected in a competitive election to serve as Vice Chairman for the 1990-1991 term.

#### IV. INTO THE FUTURE 1990-1993

Upon assuming office, Director Jackson stated that his two primary goals would be improving service to the members and giving greater recognition for individual and group accomplishments. The first of these goals had been at the forefront of the Region organization's whole purpose for existing from the outset, but with each new administration new opportunities were being discovered and new initiatives taken toward further improvement. Recently completed revisions of the Awards and Recognition Manual, which included RAB and EAB awards, provided the foundation for the second goal.

The new director also set forth a number of specific and measurable objectives for all committees and entities. Completion of all projects currently in the pipeline was to be given priority along with the identification of new initiatives. Volunteers at all levels, profiting from the leadership training which had been provided, and equipped with a number of new manuals now available, seemed poised to move their organizations to new levels of accomplishment.

A significant Bylaw change made during 1989 gave the Region Vice Chairman responsibility for supervising the internal affairs of the Region, including oversight of all Region committees and the Councils and Areas. In effect, the Vice Chairman became the Director's "Executive Assistant", relieving him of much of the routine business and freeing him to attend to the ever growing responsibilities at the Board of Directors level. This change not only proved to be a good management arrangement but also provided more in-depth experience for the Vice Chairman for his presumed subsequent elevation to the Director's job.

The 1989 financial results produced a modest surplus although the budget had assumed a small deficit. This surplus resulted primarily from a number of funded projects not having used their budgeted funds. With these unspent funds now in reserve a deficit budget was believed to be prudent for 1990 in order to complete these projects without additional new funding, leaving 1990 funds available for new projects or other needs. However, Director Jackson made clear his intention to return to a balanced budget by 1991.

SoutheastCon '90 in New Orleans built on the experience of the previous year at Columbia by enlisting four substantial corporate sponsors to defray much of the cost. These sponsors and other companies also provided exhibits, and six companies participated in a Jobs Fair. Attendance of both students and professionals was higher than usual and a small surplus was generated. The highlight of the year for many Region 3 members was the Sections Congress held in Toronto. For months the Sections were encouraged to plan for the attendance of at least one representative. Travel expense subsidies were provided by RAB for Sections which did not have the resources to support their representative. Twenty-three Sections in Region 3 were so identified. A total of 60 members from Region 3 attended the Sections Congress with a number of them participating on the program.

PACE activity continued to accelerate in Region 3. Several Region 3 people were actively involved in IEEE-USA. Dave McLaren was serving as chairman of the Employment Assistance

Committee and Adeb Hamzey as chairman of the Career Development Committee. Regional PACE projects underway represented considerable diversity, including S-PACS, employment assistance seminars, Careers Phase II workshops, seminars on professional engineering registration, establishing liaison with local industries, legislative advisory committees, and others.

The usual Fall Executive Committee meeting was cancelled in 1990 in the interest of economy. The implementation of other stringent expense controls, under-runs on some active projects, and a better than expected return from SOUTHCON transformed an anticipated deficit for the year into a surplus of over \$10,000. The cash reserve at the end of 1990 stood at \$92,775.

The declining trend of IEEE membership growth that began in the late 1980's continued, with a further decline in 1990, although Region 3 still reported the best performance among the U.S. Regions. The total growth in Region 3 was affected by an unexpected loss of student members after a couple of years of increased student participation. The adverse employment situation seemed to be the primary factor in the loss of professional members. Director Jackson called on the Membership Development Committee to emphasize personal networking opportunities and IEEE's technical and professional educational programs in their membership promotion.

In January 1991, J. Cullen Wright, the elected Vice Chairman of Region 3, announced his resignation for personal reasons. He acted at this time to eliminate himself for consideration as the 1992-93 Regional Director office and to permit the appointment of a Vice Chairman who would have a full year of experience prior to a possible election to Director. David A. Conner, who had served as Chairman of Area 6 and was one of the unsuccessful candidates for Vice Chairman in the previous election, was appointed Vice Chairman for the balance of the term.

The use of available technology by IEEE, which began with the satellite short courses a few years earlier, was accelerating. E-mail was rapidly becoming the preferred method of communicating between individuals and entities. Some Sections and Councils had established E-mail capability as had some members of the Region 3 Executive Committee. Sixteen Student Branches, including the Branches hosting SoutheastCon '91 and '92 were using E-mail, as was the Region Student Activity Chairman. This technology greatly aided the preparations for the future student conferences.

In April 1990, the Alabama Section with the cooperation of the University of Alabama System and South Central Bell conducted two experiments using video conferencing. In the first, the Communications Society Chapter conducted two meetings connecting three sites in two different Sections. The objective was to determine if membership attendance and involvement in Chapter meetings can be increased using video conferencing. In the other case, three Student Branches in different cities conducted a joint meeting in which they discussed recent experiences at SoutheastCon '91 and the hardware contest plans for SoutheastCon '92.

The Video Library project developed by the Education Committee was now available for use by members, and reservation forms for the three initial courses were distributed at SoutheastCon '91. Ten video courses were scheduled to be available by the end of 1991. The video library promised to be an effective tool for use by the individual Sections in their educational programs.

The student Portfolio Project, initiated in 1989, was continued for the third year during the Student Conference at SoutheastCon '91. Nearly 200 portfolios were distributed to students from 34 different Sections in exchange for their permanent mailing addresses following graduation. The addresses were then given to the Membership Development Committee for follow-up and for referral to Headquarters. The effect of this effort to increase the retention of student graduates was still inconclusive.

SoutheastCon '91 experienced the effects of a declining economic climate by lower than expected attendance and an inability to attract corporate sponsors and exhibitors. This setback was unfortunate because some of the high standard services provided attendees in previous conferences may not have been met. However, in addition to the professional program several tutorials and workshops and a Jobs Fair were available, a Leadership Workshop for Section officers was conducted, and the full program of student activities was held. Under these circumstances, a deficit of \$5700 was experienced, which was shared by the Hampton Roads Section, Old Dominion University, and Region 3.

Director Jackson was appointed to head an IEEE ad hoc committee for the promotion of National Engineers Week, in which a number of technical and professional societies and corporations participate. Historically, most local IEEE Sections have been involved in their communities. Looking ahead, Dan announced that in 1993 IEEE would be the lead Society in the arrangements, and asked that Region 3 entities begin to involve themselves in these annual events to a greater extent than in the past. At the Region level, the Public Information Committee was charged with developing programs and assisting all units in carrying out this activity to increase public awareness of the importance of engineering to society.

At the 1991 Region 3 Committee meeting, the Outstanding Engineering Educator Award was renamed the Joseph M. Biedenbach Outstanding Engineering Educator Award in honor of Dr. Biedenbach, who, until his untimely death in 1990, had served as Region 3 Educational Committee Chairman for a period of thirteen years.

Region conference issues, including the extent of Region level involvement, financial risk assessment, and member services evaluation, occupied considerable time of the Region leadership during 1991. An ad hoc committee of past Directors was asked to examine the charter of the Region 3 Conference Committee to determine if it was adequate to provide "operational oversight" to SoutheastCon. As a result of this review, the present charter was deemed adequate for the desired level of oversight, but that representation of members with technical society conference experience should be included on the committee.

Related but separate considerations took place regarding SOUTHCON. The Atlanta Section and its associated ERA Chapters had decided to withdraw from further participation because of declining interest in the Atlanta show. On the other hand, the Florida Council and the ERA Sunshine Chapter desired to continue the conference, with the possibility of shows in alternating years at Florida locations other than Orlando. Another ad hoc committee was appointed to develop a specific proposal for a restructured SOUTHCON, and the Region representatives on the SOUTHCON Board were instructed to aggressively represent the interest of Region 3 in the development of any revisions.

In North Carolina similar revisions were taking place in the Council's long established annual Symposium and Exhibition that originated in the Piedmont Subsection, IRE, in the middle 1950's. Following the merger of IRE and AIEE in 1963, this activity became statewide and rotated among several locations in the northern part of the State. This conference has been very successful and serves to bind the Council elements together in a manner similar to SoutheastCon for Region 3. It has also provided financial resources for funding the North Carolina Bulletin, published by the N.C. Council, and for other Council needs.

In 1987 the N.C. Council reached an agreement with the Piedmont Chapter of the Electronic Representatives Association to combine NCSE with an ERA sponsored professionally managed exhibition that would be called NCSE-ELTECH. The hope was that this combined effort would result in a larger symposium and show that would better serve the members and also would be more profitable. As was the case with SOUTHCON, the objectives of IEEE and ERA were not always compatible, and, after four year of the joint NCSE-ELTECH, it was decided that dissolving this arrangement and returning to the original concept of NCSE in 1992 would better serve the IEEE membership. As a result, a successful NCSE was held in Greensboro in 1992, although the attendance was below expectations.

In addition to the Leadership Training Workshop at SoutheastCon '91, three other workshops were held during 1991 at locations where several Sections could readily assemble. A total of 61 Section and Chapter officers were provided training in these Region sponsored sessions. Formal leadership training of Section and Chapter officers was now an established program and was an essential ingredient for developing volunteer leadership at the grassroots level.



In the fall elections of 1991, David A. Conner was elected Director and Deborah M. Powers was elected Vice-Chairman for the years 1992-1993.

In these first two years of the new decade Region 3 encountered new problems and new opportunities. Significant issues were being dealt with that would affect the future of the membership. New technology was being exploited to make Regional activities more efficient.

Policies and procedures were available covering all aspects of the Regional management plan,

and the supporting documentation was being continually updated. The levels of the annual budgets for the Region and for each SoutheastCon were now such that there was no margin for error. The "seat of the pants" operations of 25-30 years earlier were truly things of the past.

The best result of "looking into the future" was that many new volunteers were becoming involved at all levels; Region, Council and Area, Section and Chapter. When the new Region 3 Executive Committee assembled for its first meeting in early 1992 under Director Conner, each of the officers was new to his position, but all had prior Executive Committee experience in other assignments. Seven of the nine Council chairmen were new. Most of the committee chairmen were in new assignments although several had served previously in other EXCOM positions. All, of course, were dedicated volunteers, representing many years of IEEE experience.

Under these circumstances, the new leadership took off running. Goals and objectives were established for all officers and committees. The Vice Chairman was given full responsibility for supervising the internal affairs. Emphasis was placed on completing assigned tasks on schedule. Director Conner indicated that establishing and maintaining the financial integrity of the Region would be a major objective for all.

Aided by a healthy distribution of surplus from SOUTHCON, Region 3 completed 1991 under budget by \$6,816 without any reduction in services to members. Reserves stood at almost \$100,000 or about one year's operating expense. Approximately one half of these reserve funds were invested in the IEEE Long-Term Investment account.

For the first time since 1976 and only the third time since the merger of AIEE and IRE, the 1991 total membership in the Region registered a net loss. This loss reflected a small gain in higher grades offset by a significant loss of students. Although this trend was consistent throughout the U.S. Regions, the Membership Development Committee was asked to take aggressive steps to remedy the situation.

Substantial revisions were made in the Region Operations Manual and the Region Awards and Recognition Manual during 1991 with publication dates in early 1992. Both documents were made more comprehensive and helpful and have since become, in all likelihood, the two most useful guides in the administration of Region 3. They have also served as models for other Regions.

The Awards and Recognition Manual was once again revised to add the Exemplary Student Branch Award and USAB awards, and to better define the evaluation procedures for selecting winners from the nominations for each award. The need for standardization of procedures is evident in the report of the ARC Chairman regarding the 1992 awards. The committee received 7 nominations for Outstanding Engineer, 6 for Outstanding Engineering Educator, 6 for Outstanding Service, and nine for Exemplary Sections. The nominations for these awards contained 330 pages of documentation.

SoutheastCon '92, in Birmingham, may have been one of the best planned and managed ever. Large numbers of dedicated volunteers were enlisted early in the process. Corporate support for the volunteers as well as for the conference was ensured. Nine corporate sponsors were secured with contributions totaling \$50,000. For the technical program, emphasis was placed on quality rather than quantity, and the majority of papers accepted were full length (refereed) papers. Local attendance was encouraged by an emphasis on program content useful to local companies.

High priority was given to the student conference. The usual paper contest, hardware and software contests, a dinner dance, and tours were conducted. To improve the viewing of the hardware contest, large screen video was provided.

Approximately 300 professional and 312 student members were registered prior to the start of the conference. Outstanding management of the entire process, excellent expense control, and the unusual level of corporate support resulted in a superior conference experience for all attendees and a surplus of nearly \$26,000.

Since its inception, the Strategic Planning Committee had consisted of the Past Regional Directors who were able and willing to serve. The Director usually assigned committee tasks. In recent years this committee began to develop an agenda of its own in keeping with the Director's goals and objectives. During the 1988-1990 period, the committee was involved in or responsible for several of the special projects conceived and carried out during that period.

In 1992 eight Past Directors were serving on this committee under the leadership of Chairman Dan Jackson. Among the assigned or self generated tasks during that period were preparing Bylaw revisions, counseling the Region 3 SOUTHCON representatives on new agreements for the restructured SOUTHCON, reviewing the new SOUTHCON Bylaws, considering a Region 3 Director-Elect office as an alternative to the elected Vice-Chairman, inaugurating a project to document the history of Region 3, and beginning the preparation of a long range strategic plan for the Region. To utilize the experience of the SPC Committee members more widely, Vice Chairman Deborah Powers assigned each member as a mentor to one of the standing committees to provide advice and guidance as required.

The volume of business being transacted at the Region 3 Executive Committee meetings had increased dramatically in recent years. Committees were more active, Councils were involved in many more activities, and conference activities were more complex. Simply reporting these activities consumed much time at the meetings. Some matters required action by the Executive Committee, but many did not. The order of business did not delineate between the two types of reports. Therefore, a new meeting strategy was established.

The new meeting format actually evolved over the course of several meetings. Basically, it involved separating those matters requiring action from those which were primarily informative, and, for the action items, allowing time for reaching agreements prior to bringing the matter to a vote. Following the necessary housekeeping remarks and reports by the executive officers, any

old business action items were addressed. Members of the committee who proposed to offer motions for consideration were then recognized to describe such motions and their purpose. The meeting then adjourned for a period of caucus by committees or individuals to discuss the relative interests and viewpoints on each motion. Formal written motions were developed during the caucus. The committee reconvened to consider each motion and act upon it. Following these actions, the full reports of the committee and Area/Council chairmen were received.

Later, the format was further refined by the use of two separate meetings. The first meeting was an informal Caucus of the entire body with adequate time for discussion of all matters needing consideration. After allowing time for the framing of written motions, a second meeting was convened to address the motions formally. This format worked well. The caucus is allowed to proceed until all members are satisfied with the results, then the formal meeting of the EXCOM goes more smoothly and with greater efficiency as priority is placed on matters requiring action by the entire committee.

The Region 3 Committee meeting during SoutheastCon '92 was well attended. Thirty-one Sections submitted written reports that, for the most part, were positive and encouraging. Typical local activities reported included strengthening relationship with the Student Branches, participating in National Engineers Week, increasing participation in PACE, developing corporate support, providing quality technical programs at Section meetings, assisting with S-PACS and student paper contests. On the negative side, items mentioned included low attendance at meetings, lack of volunteers, high newsletter costs versus benefit, and the effect of the current economy on membership. These reports seem to represent a good cross section of the attitude of the volunteer leadership at the local level at that time. Most Sections appeared to be financially healthy.

Periodically, over the years, one or more Sections were in a delinquent status because they failed to submit their annual financial and activity reports to IEEE Headquarters or to conduct the required minimum number of meetings. During 1992-93 four delinquent Sections were identified in Region 3. In each case the respective Council leaders worked with the Sections to bring them back into compliance. This assistance would not have been available in the absence of the Council/Area organizational structure.

Perhaps the best example is the Gainesville Section, which had not been able to obtain officers for some time, and was completely out of business, leaving some 400 plus members without a local organization. The Florida Council, with additional help from the Florida West Coast Section, was able to restore the Section to vitality. The Florida West Coast Section voluntarily produced and mailed newsletters and meeting notices to the membership until the Section could get on its feet.

The Strategic Planning Committee, the Conference Committee, and the Florida Council all participated in a restructuring of SOUTHCON to recognize the withdrawal of the Atlanta

Section. New Bylaws were drafted and agreements were reached for shows in Orlando in even numbered years and elsewhere in Florida in odd numbered years. Financial ownerships were adjusted to 25% Region 3, 25% Florida Council, and 50% ERA. The Region would continue to have two representatives on the SOUTHCON Board of Directors. The 1993 show had already been scheduled for Ft. Lauderdale under ERA sponsorship during a period of uncertainty about IEEE's future participation. Thus, this show would have no financial impact on the Region or the Florida Council from this show.

On January 23, 1993, new ground was broken in the use of electro-technology for carrying out IEEE's own business. With the cooperation of BellSouth Telecommunications, Inc., Region 3 was allowed to use BellSouth's corporate teleconferencing system to conduct its January Executive Committee meeting. This region experience (and experiment) was the first IEEE use of full video and audio connections for a multiple-site meeting. Members of the EXCOM and a number of guests would gather at six BellSouth corporate sites in six cities for a four-hour meeting.

The disciplined decorum for such a meeting is severe. Director Conner went to great lengths preparing for the meeting. The agenda included strict timing for each item. All handouts were distributed in advance. Each site was under control of a coordinator/moderator to recognize speakers, announce votes, and distribute information items at the site. Detailed instructions regarding the protocol for speaking gave each person at each site equal opportunity but recognized the severity of time constraints. A BellSouth representative who was also a member of IEEE was in place at each site for assistance.

Varied reactions to the effectiveness of the videoconference as an alternative were received. Some participants believed that debate might be stifled by the strict decorum; the "one on one" interaction normally encountered at these meetings was missing. Others cited a "TV intimidation factor" that reduced participation in debate, although it was believed that this factor would be overcome with more exposure to this medium. On the cost side, travel and lodging expense was reduced to about one seventh the average cost for an EXCOM meeting. The requirement on participants' time away from home was one half to a full day compared to two days to two and a half days for the usual meeting. The costs of the facilities donated by BellSouth are not available, but are probably considerably more than these savings. Later in the year Director Conner and Treasurer David Green presented a joint paper, "IEEE Business Meeting Experiment with Video Teleconferencing", at the 1993 International Professional Communication Conference.

The Regional Activities Board awarded Dr. Conner the 1993 RAB Innovation Award " for initiating and developing the first multiple site video conferencing of an IEEE Region Executive Committee meeting." Region 3 recognized John E. Spencer, Jr., past Alabama Section chair, for coordinating the Bellsouth facilities used at the videoconferences.

An archival videotape of the entire conference was made and donated to the IEEE Center for the History of Electrical Engineering. Looking into the future, experience with video conferencing will improve its effectiveness, and the cost of facilities will decrease. IEEE will undoubtedly use this technology more in the future.

In early March, Director Dave Conner was suddenly hospitalized with an attack of acute pancreatitis and confined until mid-April. As a result, he was unable to participate in SoutheastCon '93, scheduled for the first week of April. In late March, his condition required several operations. This surgery was followed by a period of recuperation, and Dave was able to resume his responsibility for the Region in July. Many prayers had been offered in his behalf, and the people of Region 3 gave thanks and breathed a sigh of relief upon his return.

These circumstances could have posed some real problems were it not for the way in which Region 3 affairs were being managed. As Vice Chair of the Region, Deborah Powers had been responsible for the internal operations of the Region for nearly fifteen months. Also, Director Conner had arranged for her to receive copies of all communications relating to Region 3 from the IEEE Service Center. In addition, Ms. Powers had served on RAB as Chair of the RAB Awards and Recognition Committee, thereby gaining insight and experience in RAB operations. She was well equipped to carry on.

Although under IEEE Bylaws, Deborah had no legal authority as Director, she was able to attend the RAB meeting and other Directors' forums during the Sections Congress held in San Juan the first week of July. Dave had formally requested that she be seated and given the respect normally accorded the Director. Later in the year, Deborah attended a USAB meeting along with Dave, and during his temporary absence in the course of the meeting, was even allowed to vote. In July Dave again assumed the reins of Region 3 and was able to attend the Board of Directors meetings in August.

At SoutheastCon '93 in Charlotte, for the first time in their 30-year history the EXCOM and Region 3 Committee convened without the Director being present. Dave Conner had recovered enough in late April to officially assign Region 3 responsibilities to Deborah Powers. She conducted both meetings using the agenda originally developed by Dave Conner. During the conference, she presented awards and performed whatever formal duties were expected from a Director.

SoutheastCon '93 obtained substantial corporate financial support. The entire conference was managed efficiently and reported 259 professionals and 349 students from 39 Student Branches registered by the first morning. In addition to the usual elements, the Student program included a Small Design Contest in which the students exhibited learned skills to solve a problem without prior preparation. No S-PAC was held, but an S-PAC information workshop was held giving an opportunity for students to learn more about the S-PAC program and its benefits.

At the Charlotte meeting the EXCOM approved the establishment of a special, set-aside, "Conference Fund" from surplus generated by Region Conferences, primarily SoutheastCon and SOUTHCON, which would be used as seed money for future conferences. Later in the year provision was made to "cap" the fund at \$50,000.

The Region 3 Committee approved a major overhaul of the Region Bylaws, the first revision since 1989. Included in the revisions were provisions for amending the Bylaws by mail ballot, references to the Region Operations Manual for additional details not covered in the Bylaws, requirements to be met by Sections desiring to bid on hosting SoutheastCon more than three years in advance, and a multitude of changes to clarify meaning and to provide consistency in language usage.

Of major interest at the Region 3 Committee meeting was the plan for funding attendance at the Sections Congress to be held in San Juan in July 1993. This conference, held every third year, had proved to be extremely valuable, especially for Section leaders.

The average cost per Region 3 attendee was estimated to be \$800. Every Section was encouraged to send a delegate. The Regional Activities Board provided a travel subsidy of \$8,415, which was half the estimated airfare for the 44 Sections in Region 3. The Region Finance Committee developed an algorithm to distribute this subsidy fairly and to determine the additional Region funds required, while bounding the maximum exposure for the Region. Under the formula most Sections, in addition to the RAB subsidy, would receive a fixed amount of about half the total expense with the remainder coming from the Section or other local sources. Those Sections that could demonstrate that their resources were not adequate would receive additional Region funds as required. Provisions were made for partial funding for the Area/Council Chairmen and the 1993 candidates for Director and Vice Chairmen. Maximum exposure for the Region was estimated to be \$25,275. As it turned out, due to lower attendance than expected, only about \$15,000 was required.

SOUTHCON '93 in Ft. Lauderdale was a success. Exhibitors were enthusiastic about the 6,800 participants. A good rapport existed between ERA and IEEE. A new five-year contract that encouraged booth sales was signed with the show management. The 1994 show was already scheduled for Orlando, and plans were now in place for returning to Ft. Lauderdale in 1995 with full participation of both IEEE and ERA.

With student membership continuing to drop, and with 50 % of the graduating students allowing their membership to lapse, it was clear that more attention must be given to student activities in the Region. The annual Student Conference was still the focal point of student activity, but much more was needed. The decline in the number of S-PACS held each year must be turned around. Sections were asked to strengthen the interaction with their related Student Branches. The concept of Branch Mentor was developed to assist the Branches in developing effective

programs with the cooperation of the Branch Counselor, to give graduating students a Section contact, and to provide information to the students about IEEE services and activities.

The Professional Activities Committee introduced the Student Professional Awareness Ventures (S-PAVe) program in a workshop during the Student Conference at Charlotte. S-PAVe is designed to allow Student Branches to develop their own ideas for successful professional (i.e., non-technical) awareness activities. Student Branches are encouraged to develop proposals and submit them to Headquarters where they will be evaluated and funding decisions made. The new Exemplary Student Branch Award, introduced in 1992 was already stimulating interest in improving Student Branch operations, with four awards made in 1992 and seven in 1993.

The Professional Activities Operations Committee, along with the Public Information Committee, placed much emphasis on National Engineers Week to stimulate and encourage all Sections in the Region to be involved in this important event. Further cooperation between these committees took place at the PACE workshop during SoutheastCon '93 in a joint training session. The PAOC also was cooperating with the Student Activities Committee in the introduction of the new S-PAVe program for students. Engineering unemployment continued to be the number one concern for PACE at this time. A new initiative was a project to generate a guide listing the employers of engineers in Region 3 with the name of the person to contact in each company.

The Special Review Committee, established to audit the operations of each of the Region Committees, completed its review of the Awards and Recognition Committee in 1992 and the Student Activities Committee and Professional Activities Operations Committee in 1993. The committee also supported the Strategic Planning Committee in formalizing a standing committee review procedure. This procedure was incorporated in the April, 1994, Revision C of the Region 3 Operations Manual. The review process disclosed a serious administrative problem in several of the committees, which made thorough review of each committee's effectiveness difficult. The administrative deficiency was in the area of committee records that were not being archived and passed on from one administration to the next. This condition appeared to be pervasive throughout the Region 3 organization, and has existed to some extent even at the Directorate level. In the process of producing this history, no established plan was found for passing archival information on to successive administrations.

This history, as its title indicates, is a record of events taking place in Region 3 of IEEE, particularly the actions of its leaders and of the many committees and organizational units that serve the individual members. For that reason little mention has been made of the contributions made by the Directors and other Region 3 members who have performed significant service at the transnational level of the Institute. Such service also benefits Region 3 and its members, but it is generally outside the scope of this document. However, the substantial impact that Director Conner had on the financial affairs of IEEE at the Board of Directors level must be cited. The decisions made ultimately affect every dues paying member of the Institute.

First, Conner "led the charge" to increase the Institute's Finance Committee to include one Regional and one Divisional Director, and then served as the first Regional Director so appointed. This innovation was followed by (a) initiating a Budget Development and Liaison Committee that brought together leaders of all entity Boards for involvement in the budget process (as opposed to previous involvement of only Headquarters staff and certain officers); (b) instituting a RAB reserve account; (c) initiating an EAB allotment and an EAB reserve account; (d) changing the structure of allotments; (e) instituting a new, easier to read and understand, reporting format for the General Fund budget, (f) attempting, without success, to have the Institute's budgeting managed on a cost center basis rather than an Institute-wide basis; and (f) demanding the release to members of the Board of Directors full information on the compensation packages for the General Manager and Staff Executives. Prior to this last provision, the members of the Board, although fiduciaries of the IEEE, were not provided such information. All of these financial matters may seem far removed from the problems of the Chairman of a small Section who is concerned about the low attendance at his monthly meetings and, perhaps, a continuing loss of members. However, these matters affect the financial integrity and the efficiency of the entire Institute, which affect the bottom line, and, ultimately, the level of dues that the individual member must pay. And Dave Conner accomplished these major items and others during a two-year term in which he was hospitalized and recuperating for six months of his second year.

In the fall 1993 elections, Deborah M. Powers was elected Director and James H. Beall was elected Vice Chairman for the 1994-1995 term of office. Ms. Powers thus became the first of her gender to hold the office of Director in Region 3. The election of a husband and wife, Vernon Powers (1988-89), to the office of Regional Director was also a historic first for IEEE.

The Region 3 Executive Committee met in early December with Director Conner again presiding. The Region had many reasons to look back with considerable pride on the accomplishments of the past two years. The membership appeared to have been well served by the many projects and programs made available. The financial situation was the best ever with a substantial surplus having been generated in 1993 due to increased conference income and lower than expected expense. Membership was still declining, however, with a loss of higher grade members as well as students. In the course of the meeting, the Chairman's gavel was turned over to Ms. Powers to conduct a meeting to plan for the future activities of the Region to ensure continued success.

This final chapter of the first thirty-year history of Region 3, for purposes of identification, has been titled "Into the Future." The accomplishments of these four years were made possible by the dedicated service of those who had a part "In the Beginning"(Chapter I), those who "Built the Foundation" (Chapter II), and those who took part in "Expanding the Services" (Chapter III). The Delegate/Directors led the way during these years. However, many others have served just as faithfully in leadership positions in the Councils and Sections and Chapters and the Student Branches and as members of the multitude of committees involved. The high standards of

professionalism demonstrated by this volunteer leadership make the Institute of Electrical and Electronics Engineers the great organization that serves members throughout the world.

The history of Region 3 obviously does not end in 1993. Only this part of the total record does. Even as this record closes, work is underway on a Strategic Plan, which will chart the direction of Region 3 into the 21st century with a set of long-range goals, objectives, and a strategy by which Region 3 will direct its efforts to improve IEEE's service to its members and to the profession.

## V. THE HISTORY CONTINUES 1994 - 1999

Region 3 owes W. L. (Sully) Sullivan a debt of gratitude for writing a 30-year history beginning with the founding of the Institute of Electrical and Electronics Engineers (IEEE) on January 1, 1963 by the merger of the American Institute of Electrical Engineers (AIEE) and the Institute of Radio Engineers (IRE). His documentation is well researched, and he describes many innovative activities that have made Region 3 a leader in the Institute. He was honored with a Special Award for his work in compiling "A History of Region 3." As this history update is being written in mid-2010, Sully, who is 91 years old, lives with his wife "Pete" in Snellville, GA. Now it is time to continue the history.

For 1994-1995, Delegate/Director Deborah M. Powers focused on expanding electronic communications and electric dissemination of materials and services to all members. To assist in these efforts, the positions of e-mail coordinator and special projects coordinator were established. Emphases on professional activities, member employment opportunities, and strategic planning were continued. Assigned duties included presenting "concepts" and defining "opportunities" to the executive committee. ExCom was charged with assessing the concept, expanding it, and making it happen, or changing it to a more effective item. Goals and objectives were assigned to all standing committees, and the positions of E-mail coordinator and Special Projects coordinator were established. The Education Activity Committee (EAC) representative was a forcing function to develop a national job listing service. Phase I of the Electronic Bulletin Board System (BBS) funded a special project to make BBS available via an 800 number to all Region 3 members. The system provided an archive capability for Region 3 entities and the Institute. The Region 3 BBS was recognized as the premier BBS within IEEE at the 1995 National PACE Conference in Cedar Rapids, Iowa. A new award, "Professional Leadership," was approved. An award presented to the branch by Wally Read, 1995 IEEE President, recognized the Electro-Technology Industry (ETI) database developed by the University of Alabama at Birmingham (UAB) student branch. A Mid-career Professional Awareness Conference (MPAC), an IEEE first, was held in conjunction with the North Carolina Symposium and Exhibition '94. Another IEEE first was the appointment of a region web master, David Lee, RSAC, Virginia Tech, to improve communications with student branches. The Region finances were in sound condition, and SouteastCon and Southcon were successful financially and professionally in 1994 and 1995. The Strategic Planning Committee endorsed Region 3 participation in the IEEE concentration banking system. A Region 3 Bylaw revision changed the Vice Chairman title to Delegate/Director-Elect.

James H. Beall, 1996 – 1997 Delegate/Director, set objectives to increase total membership by increasing services to members, to boost membership retention, to continue employment assistance, and to improve delivery of educational materials to our members. Because of the sound financial condition of the Region, a deficit budget was approved with the intent of funding important projects to benefit all members. Actual results showed a surplus of over \$20,000. IEEE-USA President Joel Snyder used the ETI database for a nationwide mailing to 1,600 CEO's of high technology firms to promote the IEEE-USA job listing service. The BBS continued to be upgraded and expanded; average use was 100 calls per month, with 20% being outside Region 3. RAB initiated the GOLD (Graduates of the Last Decade) program to retain young members, and Region 3 has been an active participant. The first 1996 executive committee meeting scheduled for Memphis, TN, was a "cold and slippery" event (four degrees and an ice storm). However, a hearty group formed a quorum and essential business was conducted. Important and successful 1996 meetings included SoutheastCon (over 670 attendees and over 150 peer-reviewed papers presented) in Tampa, FL, Southcon (6,455 registrations) in Orlando, FL, and Sections Congress in Denver, CO (32 out of 43 region sections were represented). Attendees believed that valuable information was obtained that could benefit their Sections. At the spring Region 3 meeting, the first Leadership Development Training (LDT) class was held for committee chairs and vice-chairs. The 1997 executive committee meeting in Columbia, SC, had special meaning in that the four South Carolina Sections and the South Carolina Council were celebrating 25-year anniversaries; their banners were presented by IEEE Past President Wally Read, who is a dues paying honorary member of Region 3. In 1997 Southcon, sponsored jointly by Region 3, the Florida Council and ERA, was held in Raleigh, NC, for the first time. Attendance was down (4,146 registrations), but a surplus was reported. At SoutheastCon '97 held in Blacksburg, VA, IEEE President Charles Alexander spoke on "Vision 21" and assisted in presenting the awards. The Student Conference included a paper session, hardware and software contests, and a Web page contest. Region 3 hosted the PACE conference in St. Petersburg, FL. The Baton Rouge and New Orleans sections moved to Region 5.



Objectives cited by Dale C. Caston, 1998 – 1999 Delegate/Director, included encouraging formation of Graduate of the Last Decade (GOLD) groups in the sections, increasing awareness of educational activities and technical programs available in IEEE, and utilizing the Region 3 web site to assist in fulfilling these objectives. As a result, reports of region activities from 1998 to the present are available at <http://ewh.ieee.org/reg/3/excom/meetings>. Also, a GOLD representative was named to the Executive Committee. The

ETI database has grown to over 47,000 high technology companies with over 150,000 points of contact. Bill Harrison led Region 3 efforts in a Corporate Relations Project with an emphasis to establish and maintain relationships among IEEE sections/technical society chapters and the organizations, executives and managers who employ IEEE members and prospective members. At SoutheastCon '98, the Membership Development Committee presented a training session for section leaders. The IEEE-USA Operations Committee met in conjunction with this meeting, and its president John Rienert assisted with the presentation of Region 3 awards. Because of much lower attendance than forecast, SoutheastCon '98 suffered a financial loss. Attendance at Southeast Con '99, held in Lexington, KY, increased significantly from the previous year and a surplus was generated. Although attendance decreased, Southcons held in 1998 and 1999 were successful. Region 3 was well represented at Sections Congress 1999 held in Minneapolis, MN:

53 region attendees (34 primary delegates), 13 speakers, and a program track chaired by David G. Green. The Regional Activities Board (RAB) Vice President, Dan Benigni, commended the region for two projects that could be expanded Institute-wide: corporate relations and e-conferencing. Ralph Russell requested sponsorship of an Electricity and Electronics Merit Badge booth at the 2001 National Scout Jamboree to be held in Richmond, VA. Since the Jamboree is expected to have 35,000 scouts in attendance from Regions 1-10, RAB was requested to transfer \$35,000 to Region 3 to be used to support the Jamboree. The transfer was made in December 1999. Another significant honor for the region was the selection of David A. Conner to serve as the 1999 IEEE Treasurer.

During 1994 – 1999, the region was in sound financial condition with sufficient funds to support activities that serve the needs of the members. At the end of 1999, total assets were \$248,824 with \$129,463 in the IEEE long-term investment account. At the end of 1999, total membership was 29,936 that included 26,087 higher-grade members and 3,849 student members.

## VI. THE NEW MILLENNIUM 2000 - 2009



In early 2000, the world survived the dire consequences predicted for Y2K, and Region 3 pioneered e-conferencing at the January Executive Committee meeting. The 2000 -2001 Delegate/Director Richard L. Riddle pledged to focus on the following: establishing a leadership environment that encourages working together, continuing the region history of implementing innovative ventures, and providing leadership in the reactivation of struggling sections and chapters. The e-conference Executive Committee meeting was a success for a number of reasons: reports were submitted by e-mail prior to the meeting, 31 members from 9 states participated, travel time and expense were significantly reduced, and the committee did not have to travel through a snow and ice storm to attend. The structure of the ExCom was changed to include the following ad hoc committees: E-conferencing, Corporate Relations and Section/Chapter Coordination. For the first time after Jamaica became a Region 3 Section, the fall Executive Committee was held in Jamaica. At SoutheastCon 2000, held in Nashville, TN, training workshops on Professional Development Activities (PACE) and e-conferencing were conducted. The technical program and the student conference were excellent. A number of Institute leaders attended SoutheastCon 2000 including Ken Laker, 1999 IEEE President, Robert (Bob) Noberini, IEEE-USA Member-at-Large and Sean Lockheed, EMS Board of Governors. Ken Laker and Bob Noberini were inducted as Region 3 honorary members. Southcon 2000 had a low attendance, and the Southcon board decided not to hold a show in 2001 and to consider dissolution of the conference. A major event in 2001 was the recognition of the Canaveral Historic Milestone. A ceremony honored the individuals involved in the development of electronic technology that enabled mankind to land on the moon and to return safely to earth, which was a goal set by President John F. Kennedy in 1961. SoutheastCon 2001 also had a number of Institute attendees, including IEEE President Joel Snyder, RAB Vice President Maurice Papo and EAB representative Art Winston. Region 3

developed a web-based treasurer-training program, and approved the establishment of an IEEE conference reserve account with a cap of \$100,000.

Prior to the 2001 Fall ExCom meeting Delegate/Director Riddle had a plaque made of walnut wood and a brass plate mounted with the following engraved inscription.

### **The Gavel**

**The gavel is a small mallet used by a presiding officer to signal for attention to bring about order or to enforce a ruling. This gavel was handmade by Jim Joyner, Region 3 Awards and Recognition Chairman (1987 – 1989).**

**Two different woods were used in the construction of the gavel. The head is made of dogwood and the handle is made of locust. Jesus was crucified on a cross that was made from dogwood. Therefore, think of this gavel in this manner – the head is the peacemaker, and the handle is to handle “thorny” issues that arise.**

The plaque enhanced a long-standing Region 3 tradition. Jim Joyner presented the gavel to Vernon Powers, Region 3 Director, 1988 – 1989, at the November 1989 Region 3 Executive Committee meeting in Williamsburg, VA. The gavel has been passed on to each Region 3 Director since that time to maintain order. Delegate/Director Riddle presented the plaque and gavel to Jim Howard, the incoming Delegate/Director.

The 2002 – 2003 Delegate/Director James M. Howard challenged the region to continue to initiate projects to meet the challenges facing Region 3 and the Institute and to increase communications with sections and chapters to define region resources available to them. A section survey was conducted to seek information relevant to this goal; results can be viewed at <http://ewh.ieee.org/reg/3/excom/meetings> under the (2002-09) link. Two Section mergers were completed: East Tennessee and Oak Ridge Sections became the East Tennessee Section and the Nashville and Middle Tennessee Sections became the Central Tennessee Section. Attendees at SoutheastCon 2002, held in Columbia, SC, provided positive comments about all areas of the conference. Peter Staeker, Division 4 Director, discussed IEEE financial issues and described how they intertwine with membership policies. Another first for the region was to schedule SoutheastCon 2003 in Ocho Rios, Jamaica; the Jamaica Section members are to be commended for hosting a successful conference. The 2002 June IEEE Board Series was held in Nashville. Sections Congress 2002 was held in Washington, DC, and 13 speakers and 66 participants, including 36 primary delegates, represented Region 3. A major goal of all Sections Congresses is to develop a list of recommendations that members believe need to be addressed. A number of Sections have been active in developing technical conferences. Of particular notice was the RADARCON hosted by the Huntsville Section in 2003 in conjunction with the AESS Society. A Daniel W. Jackson award was approved to recognize past directors who continue their IEEE and Region 3 service with great diligence and dedication after their service as directors; Daniel W. Jackson was selected as the first recipient. To ensure the continuation of essential member services, the Region 3 Finance Committee recommended that a \$2.00 per member assessment be approved for implementation in 2005; this recommendation was approved.

A major goal for the 2004 – 2005 Delegate/Director William B. Harrison was to provide education and leadership skills for members. The Leadership by Developing Others (LDO) project, led by past director Richard L. Riddle, was established to build an environment of cooperative and supportive communication among IEEE leaders on all levels by focusing on the “art of mentoring.” Charles Lord developed training modules for LDO, pilot teams were trained, and future training sessions were scheduled. Employment assistance was enhanced by the coordination of the Membership Development, Public Information and Industry Relations committees. The IEEE Board appointed an Industry Advisory Committee to advise the Board on policy matters related to directing the development and maintenance of critical relationships with industry. Following the urging of Region 3 members, the Regional Activities Board (RAB) agreed to reestablish the IEEE membership directory in an on-line form with access limited to IEEE members only. SoutheastCons and Southcons were successful for both years. Region 3, particularly the Florida West Coast Section, participated in early pilot projects of the Teacher-in-Service Program (TISP). A number of IEEE dignitaries joined 40,000 scouts at the National Scout Jamboree in Richmond, VA. Other activities included the development of a trifold brochure that listed region initiatives and goals, and the presentation of the second Daniel W. Jackson award to Reed Thompson.



Sections Congress 2005, hosted by the IEEE Florida West Coast Section and Region 3 in Tampa, FL, was a premier event that welcomed 745 delegates, 100 partners and 101 staff. Of the 745 delegates, 272 were primary Section delegates, resulting in 87% representation of the 310 invited Sections. Keynote speakers at the opening ceremony, plenary and closing ceremony addressed relevant issues; 15 core track speakers and 104 breakout sessions presented opportunities for growth based on topics selected by grass roots

leadership. Region 3 members chaired major committees: Steering (James M. Howard), Local Organizing (Quang Tang) and Program (David G. Green). The top ten delegate recommendations, listed in priority order along with others listed in random order, were submitted to the IEEE Board of Directors for consideration and assignment of responsibilities.



A strategic planning retreat was held in January 2006 to develop initiatives for 2006 – 2007 that would form the groundwork for the term of Delegate/Director George F. McClure. These initiatives included the following: improve the use of existing capabilities to deliver services more effectively to members, provide tools and training to enhance volunteer recruitment, continue mentoring initiatives through LDO program, enhance member and employer relations, create a “Help Desk” that will respond to specific requests for information from Region 3 volunteers, continue the emphasis on the Teacher In-Service Program (TISP) that was initiated in Region 3, develop programs to encourage transnational exchanges, and enhance the region capability to

increase income. Progress on meeting these initiatives was reported periodically by committee chairs. A TISP training session attended by 23 sections was conducted at SoutheastCon 2006. At SoutheastCon 2007, the membership development committee presented a training session for membership development chairs. SoutheastCons 2006 and 2007 were successful professionally and financially. Southcon 2006 was not a financial success and no show was planned for 2007. A

second Region meeting was scheduled in October in Atlanta at the Georgia Power Company offices. The Public Information Committee developed exhibits highlighting Region 3 activities that continue to be displayed at numerous IEEE events. Webmaster Eric Ackerman applied a new and improved look to the Region 3 web site. A Finance Committee recommendation to add the region secretary and the conference committee chair to the committee was approved. David G. Green served as the IEEE Treasurer in 2007 and 2008.

On January 1, 2008, the Regional Activities Board (RAB) was transformed into the Member and Geographic Activities (MGA) Board. One of the leaders in this paradigm shift was the 2008 – 2009 Region 3 Delegate/Director William B. Ratcliff. The focus of this shift was to engage the members and to concentrate on their growth and development throughout their life cycles and to optimize those experiences throughout all of IEEE. Sections Congress 2008, held in Quebec City, Quebec, Canada, offered an ideal setting to acquaint IEEE members with this new concept.



A Region 3 highlight at Sections Congress was the awarding of the MGA William W. Middleton Distinguished Service Award to Robert S. Duggan, Jr. for his lifetime of outstanding leadership that encouraged others to follow him in the spirit of service. Joe Lillie, MGA Vice President and William B. Ratcliff, Region 3 Delegate/Director are shown with Bob and his wife Kathleen.

To ensure that all Region 3 members consider IEEE as a professional home, an ad hoc committee was formed to build relations between MGA and the Technical Activities Board (TAB). Since a number of Region 3 members had been affected by the current economic issue, the region continued to support the economic assistance web site, and an ad hoc committee was formed to develop and implement measures to assist members. Another ad hoc committee was charged with identifying leadership skills training that could be used by the sections to enhance member engagement. SoutheastCons in Huntsville and Atlanta continued to provide opportunities for interactions among students and all other participants. In addition to the Emeritbadges scouting program conducted in 2008, a Girls Go Engineering program, which is a pre-university training project, was planned for future scout jamborees.

On the financial side, the long-term investment (LTI) account basically mirrored the stock market ups and downs: end-of-year values include a low of \$105,700 in 2002; a high of \$186,465 in 2007; and a recovery to \$168,569 in 2009. Total assets ranged from a low of \$223,394 in 2002 to a high of \$523,365 in 2009. The region received the first receipts from the \$2.00 per member assessment in 2004; total transferred to the region through 2009 is about \$222,200.

## VII. A NEW DECADE 2010 – 2019

Lee Stogner, the 2010 -2011 Delegate/Director, established a number of goals, primarily related to building a better Region 3 in which members are united in a network of people, skills and shared communications. Members are encouraged to participate in local and national activities, volunteer to serve on IEEE committees, and provide engineering information to congressional representatives about the impacts of legislation so they can better serve their constituents.

Specific goals for sections include establishing a complete officer roster, focusing on membership development by identifying needs and providing appropriate training, and becoming involved with their student branches.



This photograph, which was taken at SoutheastCon 2010 in Charlotte, NC, shows a number of Region 3 directors. First row: Lee Stogner, James M. Howard, Roy H. Harris, Richard L. Riddle; Second row: David G. Green, William B. Ratcliff, George F. McClure, James H. Beall, William B. Harrison.

SoutheastCon 2010 was a success at all levels; technical program and exhibits, various meetings and student conference.

Total attendance was 868, including 410 students. The student conference includes a prize paper contest, an ethics competition, tee shirt competition, a hardware competition and a software contest. Over 50 teams entered the hardware competition, and 15 teams participated in the software contest.



The picture illustrates the hardware competition in which the robot has to collect soda bottles and cans and deposit them in prescribed locations. Joshua Shank, a graduate student at Georgia Tech, was appointed as the Regional Student Representative (RSR) in August 2010.

The IEEE Special Projects Initiative funded an Employment Assistance Project in Region 3. The purpose of the project was to train regional IEEE members to deliver employee career development services through companies that employ IEEE members. Two career and employment assistance workshops were conducted. The first was “Train the Trainer” conducted at the Region 3 fall meeting in Atlanta. The second was “Career Survival for Engineers and Scientists in the 21<sup>st</sup> Century” held in Cocoa Beach, Florida. This workshop attracted 48 local attendees and 12 sections via a webcast.

At the beginning of 2011, Delegate/Director Stogner established a number of goals primarily related to Region 3 Sections with the idea of building a network and bringing value to our members. Membership development, including an inventory of member training needs, and employment assistance were major emphases.

SoutheastCon 2011, held in Nashville, Tennessee included 120 papers in the technical conference and a number of vendors and sponsors. More than 400 students participated in

various activities such as the paper contest (9 schools), hardware competition (40 teams), software competition (20 teams) and ethics competition (12 teams). About 40 – 50 students attended a student leadership training session.

IEEEExtreme programming is a 24-hour competition across the globe. On 22 October 2011, over 1500 students participated in this on-line competition. In Region 3, 17 out of 98 student branches participated, and the region had 12 teams in the top 100. The top team in Region 3 was the CutieMarkCrusaders from the University of Florida at rank 13. This project is growing rapidly, and IEEE believes it will become the world's largest programming competition.

Sections Congress 2011 with the theme “Empowering Members to Create the Future” was held in San Francisco, California. Region 3 developed a process to submit recommendations to Member and Geographic Activities (MGA) for consideration. Details for the recommendations endorsed by the primary delegates can be obtained on the IEEE website. This conference provides region members with opportunities to network and to obtain valuable information that emphasizes the member and value of IEEE membership. Sharing this information at Section meetings should be quite beneficial. Region 3 attendees expressed positive comments about conference, and these attendees are shown in the following picture.



The Huntsville Section hosted a two-day IEEE Smart Tech: Metro Area Workshop on November 4-5, 2011. The event was a collaborative effort including societies, councils, regions, sections and IEEE-USA. IEEE-USA Employment and Career Services Committee volunteers presented a workshop designed to assist engineers and technology professionals to develop and maintain lifelong employment skills in continuously changing employment environments. Panelists discussed common gaps between company needs and job seekers skills and how to bridge these gaps.

## VIII. APPENDIXES

### A. REGION 3 DELEGATE/DIRECTORS

TERM	NAME	SECTION
1963 –	John W. Davis	Atlanta
1964 – 65	Joseph Weil	Gainesville
1966 – 67	Rufus G. Fellers	South Carolina
1968 – 69	Robert G. Elliott	Columbia
1970 – 71	Seymour Cambias, Jr.	New Orleans
1972 – 73	Grover F. Dausmann	Huntsville
1974 – 75	Wilbert L. Sullivan	Atlanta
1976 – 77	Larry K. Wilson	Nashville
1978 – 79	Roy H. Harris	Greensboro
1980 – 81	David C. McLaren	Florida West Coast
1982 – 83	K. Reed Thompson	Virginia Mountain
1984 – 85	Robert S. Duggan, Jr.	Atlanta
1986 – 87	George F. Abbott	Eastern North Carolina
1988 – 89	Vernon B. Powers	Atlanta
1990 – 91	Dan W. Jackson	Virginia Mountain
1992 – 93	David A. Conner	Alabama
1994 – 95	Deborah M. Powers	Atlanta
1996 – 97	James H. Beall	Florida West Coast
1998 – 99	Dale C. Caston	Mississippi
2000 – 01	Richard L. Riddle	Winston-Salem
2002 – 03	James M. Howard	Florida West Coast
2004 – 05	William B. Harrison	Atlanta
2006 – 07	George F. McClure	Orlando
2008 – 09	William B. Ratcliff	Savannah
2010 – 11	C. Lee Stogner, Jr.	Piedmont
2012 – 13	David G. Green	Alabama
2014 – 15	Mary Ellen Randall	Eastern North Carolina

## B. SOUTHEASTCON LOCATIONS

SoutheastCons involve region members at all levels by scheduling technical conferences and exhibits, area/council and region meetings, and student conferences. Workshops for section officers are often conducted. An awards banquet is held to recognize the accomplishments and contributions of members and organizational units. SoutheastCon is moved around the region to provide the opportunity for all region entities to serve as costs and co-hosts. SoutheastCon locations are listed in the following table.

### SOUTHEASTCON LOCATIONS

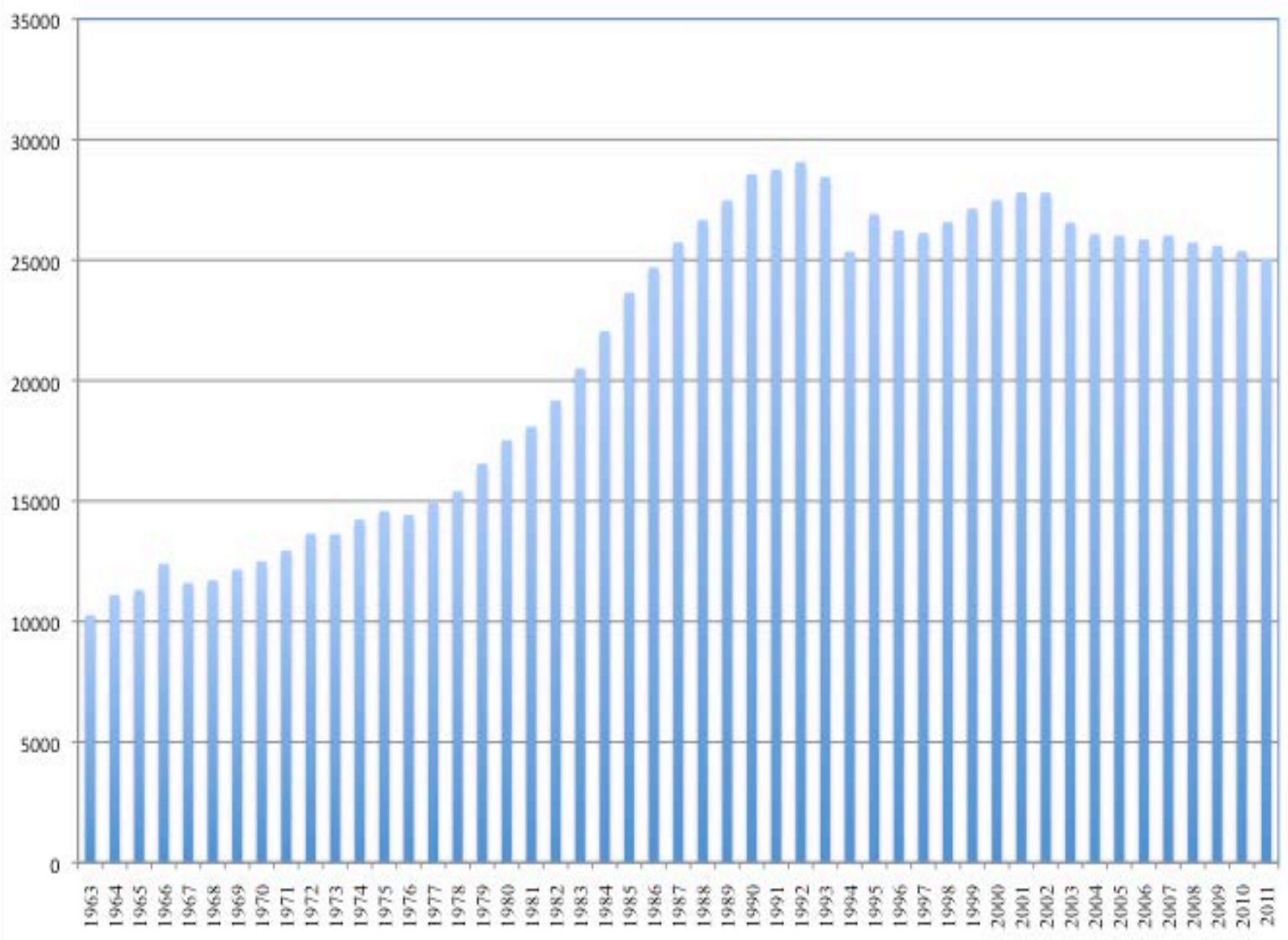
YEAR	LOCATION	YEAR	LOCATION
1964	Clearwater, FL	1990	New Orleans, LA
1965	Raleigh, NC	1991	Williamsburg, VA
1966	Atlanta, GA	1992	Birmingham, AL
1967	Jackson, MS	1993	Charlotte, NC
1968	New Orleans, LA	1994	Miami, FL
1969	Raleigh, NC	1995	Raleigh, NC
1970	Gainesville, FL	1996	Tampa, FL
1971	Charlottesville, VA	1997	Blacksburg, VA
1972	Knoxville, TN	1998	Orlando, FL
1973	Louisville, KY	1999	Lexington, KY
1974	Orlando, FL	2000	Nashville, TN
1975	Charlotte, NC	2001	Clemson, SC
1976	Clemson, SC	2002	Columbia, SC
1977	Williamsburg, VA	2003	Ocho Rios, Jamaica
1978	Atlanta, GA	2004	Greensboro, NC
1979	Roanoke, VA	2005	Fort Lauderdale, FL
1980	Nashville, TN	2006	Memphis, TN
1981	Huntsville, AL	2007	Richmond, VA
1982	Destin, FL	2008	Huntsville, AL
1983	Orlando, FL	2009	Atlanta, GA
1984	Louisville, KY	2010	Charlotte, NC
1985	Raleigh, NC	2011	Nashville, TN
1986	Richmond, VA	2012	Orlando, FL
1987	Tampa, FL	2013	Jacksonville, FL
1988	Knoxville, TN		
1989	Columbia, SC		

## C. MEMBERSHIP

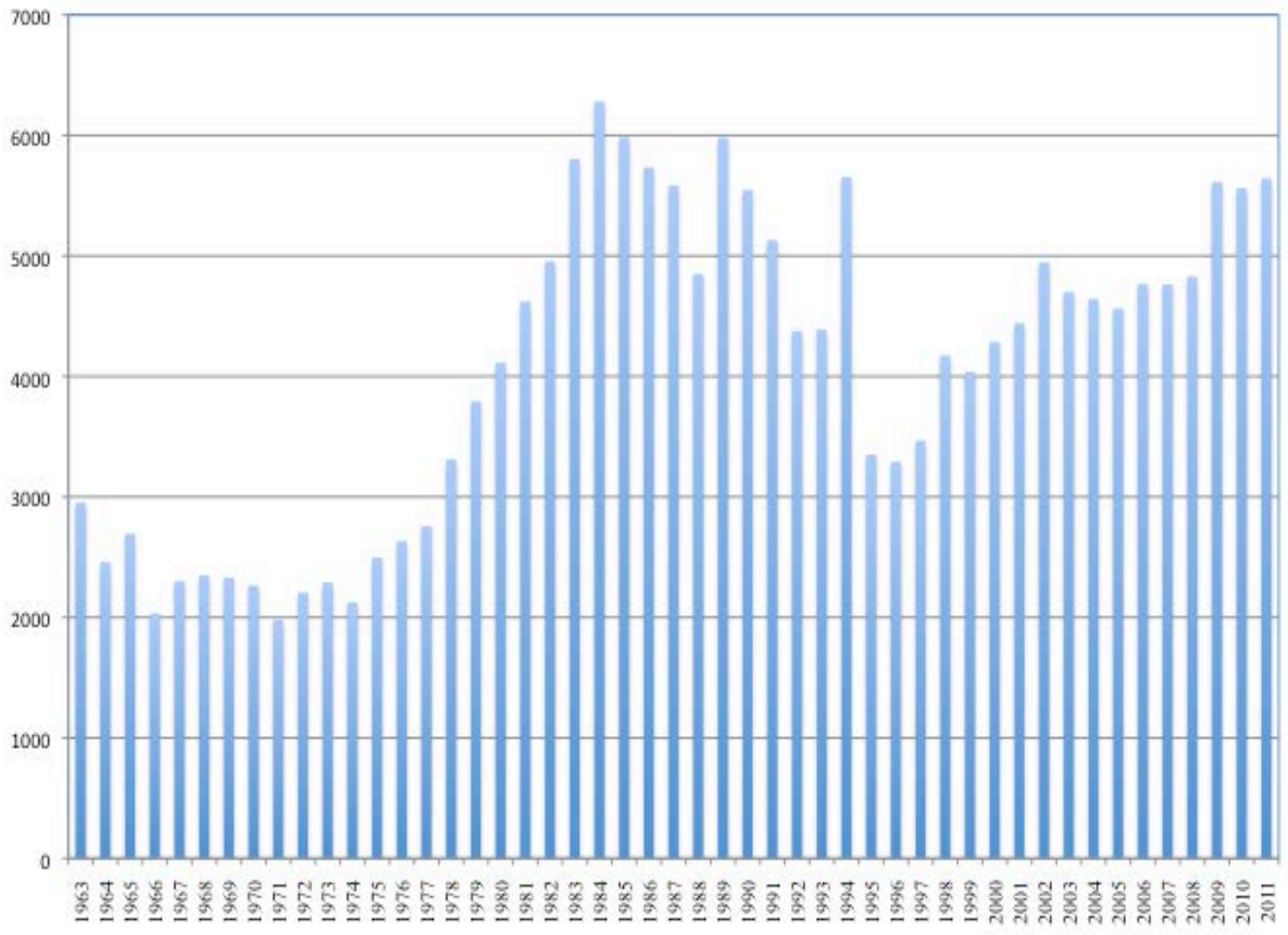
Region 3 and Institute membership is shown in the following table and graphs. Higher grade members include Fellows, honorary members, senior members, members and associate members. Beginning in 2007, graduate student members became voting members, but are still classified as students in the overall membership.

YEAR	REGION 3			INSTITUTE		
	HIGHER GRADE	STUDENTS	TOTAL	HIGHER GRADE	STUDENTS	TOTAL
1963	10266	2951	13217	130833	28686	159519
1964	11104	2460	13564	129892	24076	153968
1965	11306	2693	13999	129939	24259	154198
1966	12404	2032	14436	140966	19104	160070
1967	11598	2301	13899	135969	22248	158217
1968	11707	2348	14055	138438	23930	162368
1969	12153	2329	14482	142029	24319	166348
1970	12496	2264	14760	144375	24684	169059
1971	12955	1980	14935	145495	20987	166482
1972	13638	2206	15844	147013	20210	167223
1973	13627	2289	15916	145646	22169	167815
1974	14227	2125	16352	151728	21795	173523
1975	14578	2495	17073	155498	24318	179816
1976	14419	2631	17050	153256	25360	178616
1977	14931	2756	17687	157738	25283	183021
1978	15412	3310	18722	161731	29643	191374
1979	16553	3791	20344	170434	31239	201673
1980	17528	4115	21643	179030	34782	213812
1981	18089	4621	22710	184509	37238	221747
1982	19183	4953	24136	193925	40151	234076
1983	20503	5802	26305	203219	45056	248275
1984	22043	6280	28323	215238	47413	262651
1985	23650	5983	29633	225750	47950	273700
1986	24693	5732	30425	234817	47891	282708
1987	25734	5584	31318	243919	49210	293129
1988	26662	4850	31512	251670	52681	304351
1989	27477	5980	33457	260678	52013	312691
1990	28563	5547	34110	268524	50703	319227
1991	28750	5131	33881	270833	49549	320382
1992	29063	4376	33439	273736	46184	319920
1993	28440	4389	32829	271599	45027	316626
1994	25349	5653	31002	272134	41641	313775
1995	26905	3351	30256	274778	39528	314306
1996	26235	3290	29525	270722	40821	311543
1997	26118	3467	29585	274443	45281	319724
1998	26574	4174	30748	285416	49395	334811
1999	27133	4036	31169	298989	53270	352259
2000	27492	4286	31778	307815	58320	366135
2001	27799	4440	32239	311,673	65669	377342
2002	27789	4946	32735	310,155	72328	382483
2003	26553	4699	31252	297,278	63860	361138
2004	26078	4642	30720	297,125	68358	365483
2005	26013	4563	30576	293,525	73870	367395
2006	25848	4767	30615	294,276	80491	374767
2007	26019	4763	30782	297282	79046	376328
2008	25729	4828	30557	297165	85235	382400
2009	25594	5612	31206	299,826	97175	397001
2010	25367	5561	30928	304,746	102795	407541
2011	25038	5642	30680	308,177	107812	415989

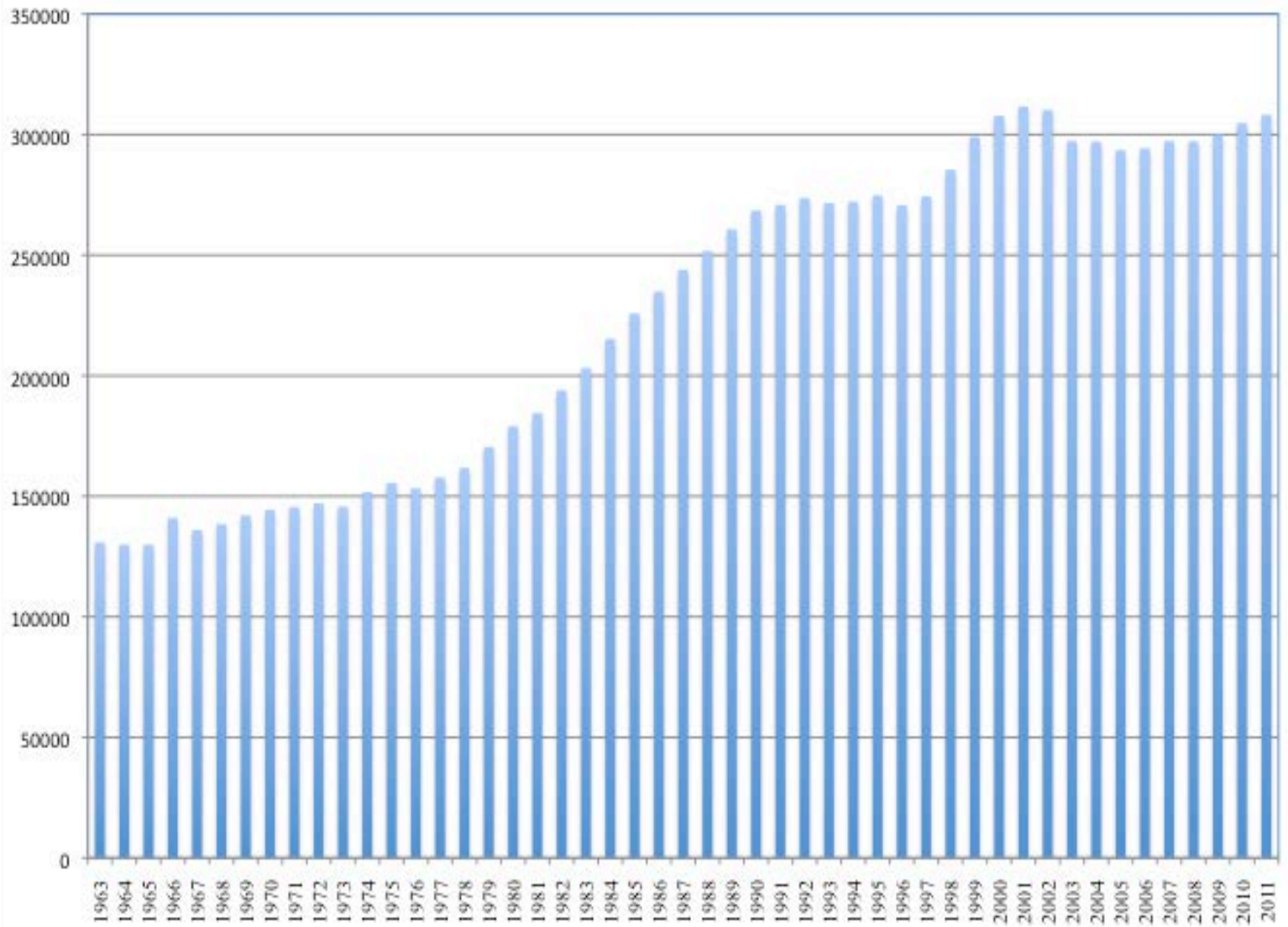
### REGION 3 HIGHER GRADE MEMBERS



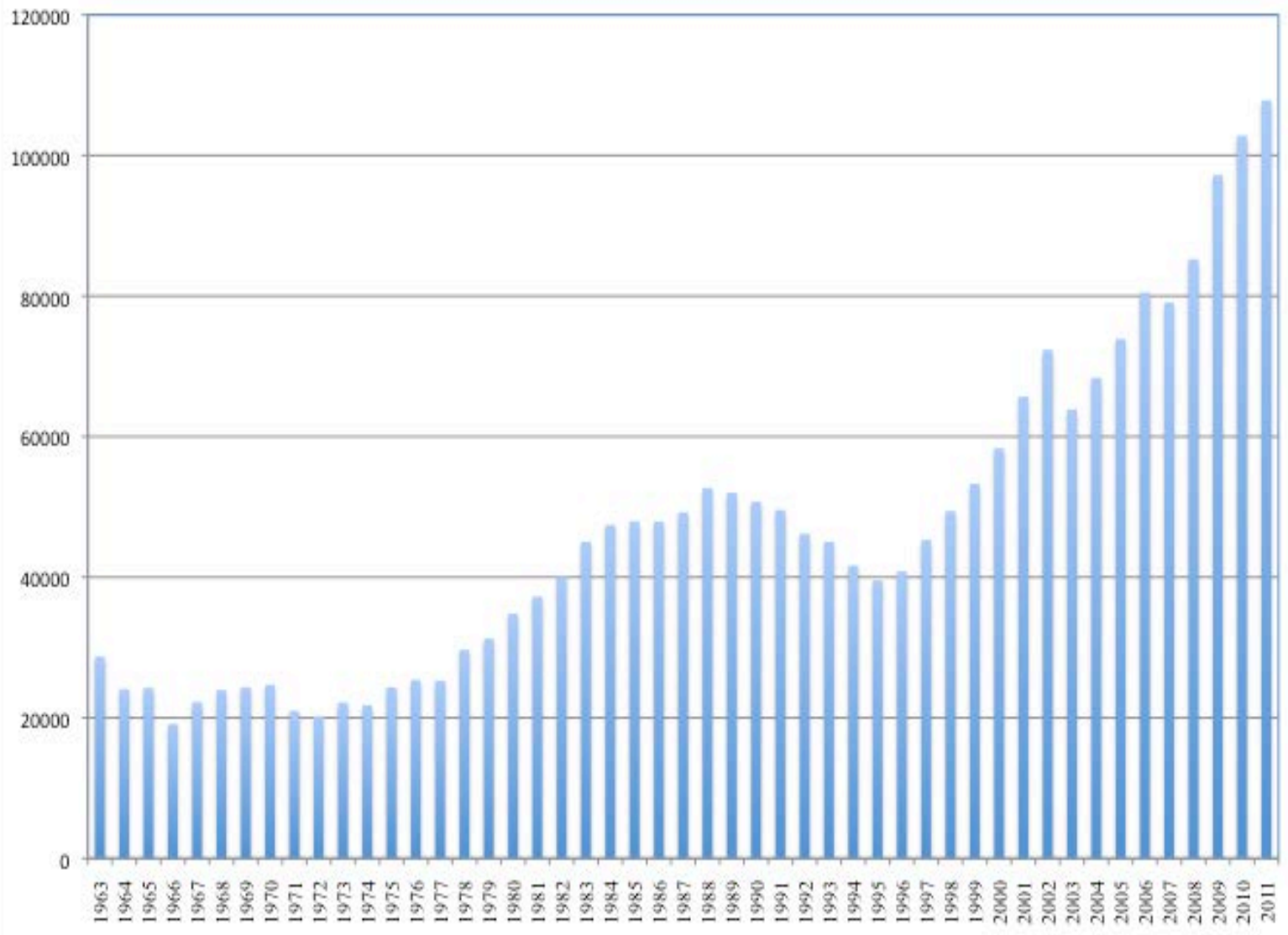
### REGION 3 STUDENT MEMBERS



## IEEE HIGHER GRADE MEMBERS



## IEEE STUDENT MEMBERS



## D. AWARDS

The awards and recognition program is one of the most important of all Region 3 activities. The program provides the means to recognize those members or region organizational units that have brought improvement and recognition to our profession and to IEEE. Recognition of these accomplishments and contributions provides positive reinforcement to all awardees. In addition to the region awards, sections also recognize their members with appropriate awards.

**THE LIST OF REGION AWARDS AND THEIR RECIPIENTS ARE OBTAINED USING THE FOLLOWING COMPUTER LINKS.**

