



Tariq Durrani,
President IEEE EMS

President's Corner

Tariq S. Durrani, President, IEEE EMS

Dear Colleagues

A Very Happy and Prosperous New Year to you.

As I had reported in my last column, the Society Board of Governors, at its July Board meeting, had approved the concept of transitioning the Society to a Council, and directed me to appoint a Committee to effect such a transition.

The intervening months have been spent in progressing the matter through the IEEE Technical Activities Board (TAB), with the Transitioning Committee that includes Gus Gaynor, Irv Engelson, Lou Luceri and Charles Rubenstein, having prepared the documentation necessary for the purpose. I am indebted to them for their conscientious hard work in producing an excellent set of documents. The documentation comprises the Background to the Transition, and a proposed Constitution and Bylaws for the Council.

To reiterate, the *raison d'être* for transitioning to a Council has been the recognition, reinforced by a recent membership survey that most IEEE members would seek to engage in engineering and technology management related activities but apparently prefer not to join a society. The Society leadership is of the view that transitioning to a Council is the obvious way of meeting the needs of IEEE members in the large; enhancing the profile of the discipline throughout the IEEE and further afield, engaging more deeply with other IEEE societies providing added value, and addressing the challenging demands of the changing role of the engi-

neer and engineering manager across the IEEE membership.

With advice from officers of TAB, the documentation was sent to all TAB society presidents inviting them to indicate their interest in joining the proposed Council. To date ten societies have stated their commitment to join the Council as Sustaining Societies:

- Aerospace & Electronic Systems
- Circuits & Systems Society
- Communications Society
- Computer Society
- Electron Devices Society
- Industrial Electronics Society
- Lasers and Electro-Optics Society
- Reliability Society
- Signal Processing Society
- Systems Man and Cybernetics Society.

Sustaining societies will appoint a member to the Board of the Council, and support the Council through the payment of a joining fee.

At its November 2006 meeting TAB debated the issue of EMS transitioning to a Council and passed a number of motions approving the formation of the Technology Management Council, its Field of Interest, Constitution and Bylaws, and placing the Council in TAB Division VI, as well as the dissolution of the Engineering Management Society, and the approval of the IEEE Technology Management Council as its replacement.

It is worth stating that a Council has the attributes of a society, such as the facility to provide publications, organize conferences, have ownership of chapters, be managed by a Board of Governors, with the exception that rather than having its own members, is accessible to members of all IEEE societies, particularly those of the sustaining and supporting societies, and the additional benefit of a much reduced infrastructure charge.



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Current EMS members will continue to receive virtually the same benefits as at present and at the same cost. All EMS members will be sent a separate mailing with all the pertinent details early in 2007.

Thus the new IEEE Technology Management Council will inherit the IEEE Transactions on Engineering Management, the Engineering Management Review, the EMS Newsletter, the highly successful International Engineering Management Conference, and the full complement of over 60 EMS Chapters world-wide facilitating member engagement at a local level. Looking to the future, the EMS established Transitioning Committee, will be working in 2007 to ensure a seamless move from a Society to the Technology Management Council, with the Council coming into existence on 1 January 2008.

The November TAB meeting also received a report from Division VI Director Clinton Andrews, on the deliberations of the 'vulnerable societies' – those

societies that were in somewhat dire straits, brought about by the financial burden of infrastructure charges, the drop in retention of members and the impact of the new algorithm recently introduced for the distribution of publication revenues. These factors have also had an adverse impact on EMS, in that the Society was seen as being vulnerable. The deliberations included seeking a number of solutions to ameliorate the situation, ranging from merging societies, eliminating societies, seeking a change in the revenue allocation algorithms, combining activities such as publications, conferences, etc. Regrettably none of the options were seen as being realistic enough to resolve the current situation. Interestingly, there was acknowledgement that the EMS approach of transitioning into a Council was a bold, innovative and an obvious move.

Following the November TAB meeting I had occasion to attend the GlobeCom 2006 Conference of the IEEE Communications Society (ComSoc), where through the good offices of

Charles Rubenstein, our VP for Conferences, an agreement was reached with the officers of ComSoc for EMS to organize a management track at ComSoc's other flagship Conference – the International Conference on Communications – ICC 2008 to be held in Beijing in May 2008. This is a particularly exciting development as it reflects the multidisciplinary and widening role of our activities, and is a precursor of the function of the Technology Management Council; and augurs well for its success.

While on the subject of Conferences, I would like to remind you of our very own International Engineering Management Conference – IEMC-2007, scheduled for 29 July – 1 August 2007 in Austin Texas. Please visit <http://www.iemc2007.org>

The Organizing Committee has chosen a particularly apt and timely theme – Managing Creativity – and I would urge you to consider submitting a paper and attending the Conference.

IEEE Honors 2007 Class of Fellows

The IEEE recently announced its class of 2007 Fellows, which consists of 268 members from around the world who have demonstrated an "extraordinary record of accomplishments in any of the IEEE fields of interest." They join a group of thousands of other IEEE distinguished Fellows who have contributed to the advancement or application of engineering, science and technology. The IEEE Board of Directors awards the

honor of Fellow to no more than 0.1 percent of the voting membership as of 31 December of the preceding year. The full list 2007 Fellows can be viewed at <http://www.ieee.org/web/aboutus/fellows/new-fellows.htm>. To learn more about the IEEE Fellow Program or nominate an individual, please visit <http://www.ieee.org/fellows>.

We are pleased to announce that our

nominee for EMS IEEE Fellow for 2007 was selected. Our new Fellow is:

Gerard Genello
Air Force Research
Laboratory (AFRL)/IFT
26 Electronic Parkway
Rome, NY, 13441-4514, USA
genellog@rl.af.mil

"for leadership in the management of scientists and engineers and their effectiveness."

EMS Awards

Joel Snyder EMS Vice-President for Awards

As we enter 2007 we should look back and think about all those who have done much to advance our profession. Peer recognition is the greatest "pat on the back" that we can bestow on anyone. Well, now is the time to look around and

consider who among your friends and colleagues should be recognized for their professional accomplishments.

I have the pleasure of serving as the Vice President for Awards for the IEEE Engineering Management Society and

it is in that capacity that I am sending this message.

The Engineering Management Society sponsors three major awards for practicing members. They are the "Engineering Manager of the Year", the

“Engineering Management Educator of the Year”, and the “Engineering Management Innovation” awards.

The “Engineering Manager of the Year” award consists of an honorarium of \$1,000.00 plus a Plaque. This award is open to anyone who is a Senior Member or Fellow of the IEEE, member of the Engineering Management Society (EMS) for at least three years, and an engineering manager for at least ten years. Judging is based upon an evaluation of the nomination for outstanding executive or managerial contribution to the field of electrical and electronics engineering.

The “Engineering Management Educator of the Year” award recognizes outstanding Education or Education Administration contributions to the field of Engineering Management or a closely related discipline and consists of an honorarium of \$1,000.00 plus a Plaque and a One-year EMS Membership. If the awardee is not a member of IEEE, that individual shall be supported as a one-year EMS affiliate. This award is open to an active or retired Educator or Education Administrator in the Field of Engineering Management or a closely related discipline. Judging is based upon an evaluation of the nomi-

nation for outstanding Education or Education Administration contributions to the field of Engineering Management or a closely related discipline as evidenced by publications, curricula and/or course development, demonstrated success in teaching or administration of academic programs, and other criteria as may be deemed appropriate.

The “Engineering Management Innovation” award recognizes outstanding management of an engineering project, or series of related projects, where the success of the project(s) is tied clearly to the use of innovative engineering management techniques. The work for the nomination shall have been completed within the last 10 years. Recognition consists of an honorarium of \$1,000.00 plus a Plaque and a One-year EMS Membership. If the awardee is not a member of IEEE, that individual shall be supported as a one-year EMS affiliate. In the case of a multiple person team, the \$1,000 award shall be split evenly among the team members and a single EMS membership or affiliate status shall be awarded to whomever the team designates but each individual shall receive a plaque. If no appropriate award recipient is chosen, no award will be given for that year. The award may be given to one

individual or a small, focused, team of not more than six individuals in the engineering management community whose work is judged based upon an evaluation of the nomination for outstanding management of an engineering project, or series of related projects, where the success of the project(s) is tied clearly to the use of innovative engineering management techniques. The work for which the nomination is being made shall have been completed within the last 10 years.

Our official “Award Nomination Form” and complete descriptions of these awards can be found on our website: <http://www.ewh.ieee.org/soc/ems/committees/recognition.html>.

Decide who is eligible and worthy of recognition, then simply fill out the Nomination Form and send it to me. If you have questions or have difficulty with the form requirements, contact me and I will try to help you complete the paperwork to get your nomination before the evaluation committee.

Remember, recognition is sweet! And it brings almost as much joy to the nominator as to the award recipient. So send me your ideas and nominations. I will help.

Presubmission Professional Editing Services for IEEE Authors

*Dawn Melley
Director, Editorial Services, IEEE Periodicals*

In conjunction with a TAB Periodicals subcommittee, chaired by Jacek Zurada, and in response to the interest you expressed at the April 2006 Panel of Editors meeting in Montreal, IEEE Publishing Operations has partnered with one of our established vendors, SPi Publisher Services, to offer Presubmission Professional Editing Services To IEEE Authors, beginning immediately.

SPi provides scientific, technical and medical publishers with a high quality,

end-to-end outsourcing solution. Their multi-country delivery platform harnesses the talent of more than 3,500 content and BPO specialists. Located in the US, Europe and the Philippines, these specialists copyedit and typeset more than 1 million pages per year for over 600 journals. SPi has provided content tagging and editing services to IEEE Publishing Operations since 2002.

An author who would like assistance with English grammar and usage prior

to submitting their manuscript to an IEEE publication for review or during the review process can now go directly to <http://www.prof-editing.com/ieee/> to submit a manuscript for copy editing. The SPi copy editors will edit for grammar, usage, organization, and clarity, querying potentially substantive revisions as necessary. An author can use the service, at their own expense, as often as desired. Cost estimates are available immediately on line. Edited manuscripts will generally be returned to the author within two weeks of submission.

Please help us to publicize this service by adding the above information to your Information for Authors document as well as to your manuscript submission site, if applicable. We will publish the information in

the Tools for Authors section of the IEEE website.

If you would like additional information about this new service, please feel free to contact me directly.

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Pender M. McCarter, IEEE-USA's Director of Communications and Public Relations, Is Retiring

Chris McManes, Senior Public Relations Coordinator, IEEE-USA

WASHINGTON (30 November 2006) -- Pender M. McCarter, IEEE-USA's director of communications and public relations, is retired from his full-time position at the end of 2006, and will begin consulting for IEEE-USA on engineering public awareness programs in January 2007.

McCarter has served the IEEE for 25 years: as IEEE public relations manager (1981-1994); IEEE-USA public rela-

tions manager (1994-1999); and IEEE-USA associate director/director of communications & public relations (1999-2006). During this time, he helped fashion a new image and identity for IEEE-USA to communicate to the organization's publics, both in and outside of government. He also promoted technological literacy, public understanding of engineering and diversity in the engineering profession. Under his leadership, IEEE-USA won two international public relations

awards in public affairs and public awareness.

McCarter is active in the Public Relations Society of America, as an accredited Fellow; and the International PR Association, as a United Nations NGO (non-governmental organizations) representative. His career encompasses 38 years in association management, high-tech PR, journalism and education. For details, go to: <http://www.ieeeusa.org/communications/notable/11-03-06.asp>.

International Engineering Management Conference Addresses New Issues

Leslie Martinich EMS Vice-President Publications

The IEEE Engineering Management Society will host IEMC 2007 in Central Texas from July 29 through August 1, 2007. The theme of this conference is "Managing Creativity," which may sound strange, because management and creativity are often considered to be polar opposites. However, efforts must be focused or directed toward a common goal if a project or even an organization is to be successful. The question is how it can happen. An understanding of the answers is the focus of the IEMC 2007.

Some of the successful, young companies have had unusual cultural habits. Part of this is due to the fact that money (salary) is not the prime or in

some cases not even a motivator for performance. What happens when the traditional management guides do not apply? How does a manager focus the efforts of very creative people? There is another side of this equation, how does a manager provide incentive for people to increase their creativity? The solution to these challenges is the focus of this conference.

The global competition requires that everything be done quicker, faster, cheaper and while the work effort is spread across many time zones. These are serious challenges that need to be addressed for an organization to be successful. IEMC 2007 will provide a forum for the presentation and discussion of approaches to managing cre-

ativity. Different situations will require different solutions. The idea is that by presenting various ideas, with the resulting discussions, the attendees will leave with a better understanding of the effort required to be successful.

Organizations not only need to be creative, they also need to recognize the future direction of the marketplace. Combining engineering skills, creativity and supply chain business acumen can be a winning solution. How have other firms succeeded here? This is another topic our conference will address.

One of the tracks at IEMC 2007 is a first for this conference. The organizing committee understands the chal-

lenges of encouraging young students to pursue mathematics and science in their early years. This track on young students and their needs to understand the benefits of the technical career will be open to both registrants and their spouses. The outcome of this track will be to provide a better understanding of means to encourage students to follow their technical curiosity.

The conference is being held in central Texas and is located at Lost Pines Resort outside of Austin, Texas. This locale was selected for two reasons. The first is that it has great facilities for the meeting, and

the second is that it is family oriented with a stunning golf course, river rafting, horseback riding and evening campfires. Part of understanding creativity is to recognize that there is an important part of the creative person that focuses on family. We have chosen to provide time for the family.

Central Texas is home to Austin. Austin has grown from a sleepy town in the early 1980s to a recognized leader for innovative technology. Austin is an example of success in Richard Florida's book, "The Rise of the Creative Class." Part of developing

and managing creativity is to provide an infrastructure to nurture creativity. The cities in central Texas have been working on this and succeeding. The Economic Development people of central Texas have been working together to provide solutions to the issues. There is much to be learned from this meeting, especially if your community or organization want to try to develop similar success stories.

Plan now to join us in Central Texas this summer. For more information on IEMC 2007, see the conference web site <http://www.iemc07.org>.

The IEEE Engineering Management Society's Annual IEEE International Engineering Management Conference 2007

CALL FOR PAPERS

Managing Creativity

29 July -- 1 August 2007

Hyatt Regency Lost Pines Resort & Spa, Austin, Texas, USA

The IEEE Engineering Management Society's annual International Engineering Management Conference brings together engineering and management professionals and academics from around the world. The organizing committee understands the challenges of developing prosperous communities and building new ventures, both within existing companies and as new companies. The rise of the creative class includes challenges of maturing and focusing efforts on the common good. Another pressure of management is balancing work with family life. The program for IEMC 2007 will be unique in that one of the tracks is focused on both attendees and spouses – encouraging and maintaining children's interest in science and mathematics. IEMC is a forum for the exchange of ideas, experience, theories, and knowledge between all persons involved in engineering management and economic development of technologi-

cally-focused communities: engineers, managers, business and management consultants, academics and researchers, and community business leaders.

Submission of Papers and Panel/Workshop Proposals

The Organizing Committee solicits papers, interactive panel discussions and poster sessions for presentation at the conference. All interested persons should submit one page proposals in electronic form (at least 500 words, but no more than 750). Each submission will be reviewed for technical merit and content. Papers and poster sessions accepted for presentation will appear in the Conference Proceedings provided at least one author registers for and attends the conference. All proposals must have a cover page containing the title of the paper along with the names, affiliations, and complete mailing addresses of all authors, as well as a list of the three designated topic areas most closely related to the paper. Correspondence will be directed to the first named author unless indicated otherwise. Paper topics include:

- Creativity
- Entrepreneurship
- Globalization
- Knowledge management
- New product development
- Software technology management
- University-Industry Relations and Consortia
- Aligning business and technology strategies
- Building a growth economy for your community
- Disruptive and emerging technologies
- Forecasting and technology prediction
- Industrial design and sustainability
- Management of complex systems
- R&D Management
- Technology impact on business redesign
- Virtual enterprise

Austin is known for many things including high technology, live music, and the University of Texas. The Hyatt Lost Pines Resort is located 13 miles from the Austin-Bergstrom International Airport and provides opportunities for both indoor and outdoor family activities, including an Arthur Hills Golf

Course and a full service luxury Spa. The schedule will allocate time for family relaxation, out door activities, with arrangements available for people who want to visit the Alamo in San Antonio, or explore the NASA Johnson Space Center in Houston.

Important Dates:

For feedback about the suitability of your paper, send a proposal to:
ProgramChair@iemc07.org

16 April 2007: Completed Paper Submission

15 May 2007: Acceptance/rejection notification

15 June 2007: Deadline for final camera-ready paper and author pre-registration

Conference Website:

<http://www.iemc07.org>
Email proposals to

ProgramChair@iemc07.org

Conference Chair:

Professor Anthony Ambler
chair@iemc07.org

Organizing Committee

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IEEE Engineering Management Society

Prof. Tariq Durrani
2007 President
Prof. Charles Rubenstein
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IET (Institute of Engineering and Technology)
The University of Texas at Austin

NEW Conference Models for 2008!

Charles Rubenstein
EMS Vice President Conferences

EMS has embarked on a new series of engineering management conferences catered to more local authors and members. The two types of mini-IEMC conference events are collocated conferences (and/or conference tracks) within another conference, and stand alone conferences.

IEMC-China!

The first collocated engineering management mini-conference within a conference will be IEMC-China 2008 being held in conjunction with the IEEE Communications Society (ComSoc) 2008 IEEE International Communications Conference (ICC2008) being held in Beijing, China from 19-23 May 2008. Authors and attendees will be identified as attending both the ICC2008 and IEMC-China 2008. The preliminary ICC2008 conference page may be found at: <http://www.ieee-icc.org/2008/> The preliminary announcement and call for papers for

IEMC-China 2008 - "Management of Technological Innovation in the Information Age" may be found under the heading "Mini-Conference" in the Call for Papers at: http://www.ieee-icc.org/2008/index_files/CFP_ICC2008_20061122.pdf

This year your EMS is a technical co-sponsor of ComSoc's WiCom 2007 conference in Shanghai, China September 21-23 2007. Additional information may be found on this conference at the web site: <http://www.ieee-wicom.com/2007/> with information on the engineering management program available by clicking on the 'Management Track' on the left side of the home page. The preliminary announcement and call for papers for the Management Track in WiCom2007 "Communications, Services, Knowledge and Engineering Management" is at: <http://www.arct.wu.edu.cn/wicom/EMS/>

These are the first of what is expected

to be a series of collocated and co-sponsored events with ComSoc. I encourage you to see the other ComSoc Conference offerings at: <http://www.comsoc.org/conf>

These conference technical program efforts in China will have the immediate effect of coupling engineering management topics with top level ComSoc events and also begin the process of assembling a strong China-based engineering management technical program committee with representatives from the most prestigious of China's colleges and universities that will be available to continue IEMC-China events on a regular basis, rotating as necessary around the country.

IEMC-Europe in planning stages

We are also reviewing a proposal from a group of our Portugal, Italy, and Benelux Section EMS Chapters to begin a series of annual, stand alone,

IEMC-Europe events. A proposal for the first IEMC-Europe is expected to be reviewed for approval at the March 2007 EMS Board meetings.

Rather than the full two and a half day IEMC flagship conference preceded by a day of fee-based tutorials, IEMC-Europe is being planned as a one and a half day event preceded by a day of tutorials that would be free to conference attendees. Here, too, the intent is to partner the conference with other Section Chapters in the area with the idea of having a regularly scheduled European mini-IEMC conference.

IEMC Conferences in 2009 and Beyond

In the works for 2009 is the consideration of fixing our annual IEMC flagship conference to one site or more likely alternating between two sites at the same time of year. Each year's overall theme would change. This should end up regularizing the team of technical program and paper reviewers, volunteers, and staff so essential to making the conference successful for you, the member.

Regularizing IEMC will also make it easier for our authors to plan on contributing papers to a conference whose

due dates are set 'years' in advance. Coupling this fixed conference concept with one or more mini-IEMCs each year will give authors and attendees alike options for participation locally and internationally. The end result should be one or two conferences YOU will want to submit papers to and/or attend each year.

Calls for proposals for 2009 and beyond will be sent out soon through the EMS Chapter Chairs list. Keep an eye open for these and other new concepts being planned to meet your local and international conference needs.

IEMC2008 is coming! SAVE THE DATE!

*Charles Rubenstein
EMS Vice President Conferences*

IEMC2008 will be held in Adelaide, Australia, 19-22 October 2008. Adelaide is the capital city of South Australia, the original centre of the Australian wine industry. Adelaide is a major centre of the Australian defence industry, with several major companies and major government laboratories. The city also has other engineering industries of various kinds.

October is a great time to visit Adelaide, the weather is normally good, and the city is attractive in its spring renewal.

The conference site will be located in the centre of the city with a wide variety of cultural, shopping, dining and accommodation options very close to the conference venue. Attractions near the conference venue include the Adelaide Oval, widely reputed by the commentators to be the most beautiful cricket ground in the world, situated between the Cathedral and the river, and close to the conference venue.

IEMC2008 is in discussions with the IEEE Communications Society to col-

locate one of their conferences during IEMC2008 to bring an added benefit to your participation. Watch this newsletter and your email for additional details.

IEMC2008 Conference Organizing Committee Chair Dr. Timothy Ferris a Senior Lecturer in the School of Electrical and Information Engineering at the University of South Australia welcomes your participation and suggestions. Tim may be contacted at: <Timothy.Ferris@unisa.edu.au>

ICMSE 2006 Successfully Closed

*Dan Wang
Associate Professor
Harbin Institute of Technology*

The International Conference on Management Science and Engineering 2006 (ICMSE2006) was successfully held in Lille, France during October 6 and 7, 2006. Several scholars from China, France, UK and USA, etc. attended the conference.

ICMSE is an annual conference hosted by the School of Management, Harbin Institute of Technology (HIT), China, with the aim of providing a forum for scholars and practitioners to exchange ideas and up-to-date concepts, theories and practices on management science and engineering. ICMSE originated

from the Sino-Russian Symposium on Management Science and Engineering with joint sponsorship by the School of Management, Harbin Institute of Technology and the State University of Management, Moscow, which was established in 1993. It was changed to its present name in 1995. Since then,

the conference has developed into a significant international conference with participants from over 20 countries.

ICMSE 2006 was hosted with joint efforts by the School of Management, HIT and Lille University of Science and Technology. The conference organizing committee is happy to receive technical sponsorship from IEEE Engineering Management Society. This sponsorship was unanimously approved by EMS Board of Governors earlier last year. The other sponsor of the conference is the National Natural Science Foundation of China (NNSFC) that provides financial support.

EMS President Dr. Tariq Durrani and

Past President Dr. Irving Engelson were invited to the conference. Dr. Durrani has made a speech at the Opening Ceremony. Both Dr. Durrani and Dr. Engelson also gave a keynote speech during the conference, which have aroused great interest from the participants.

HIT Vice President Prof. Shaobin Li and USTL President of the University of Science & Technology, Lille, Prof. Herve Baussart gave opening speeches. Prof. Tienan Wang from the National Natural Science Foundation of China has also delivered a congratulatory speech on behalf of NNSFC at the opening ceremony.

Participants extensively exchanged

views and research findings during the conference.

Prof. Yijun Li, Dean of the School of Management, HIT, closed the conference. According to him, 434 papers have been selected out of some 2035 and included in the conference proceedings after peer review. At the end of the closing ceremony, Dr. Dan Wang, the official interface of HIT with EMS on this activity, provided information on ICMSE 2007. She announced that ICMSE 2007 will be held on August 20 to 22, 2007 in Harbin, a beautiful city with history and modern touch. On behalf of Dean Li and the Organizing Committee, she extended their warm welcome to participants for ICMSE 2007.

Breakfast with Fiorina

by Sue Dorward

In November, 2006, I had breakfast with Carly Fiorina, former CEO of Hewlett-Packard. Okay, she sat at the table next to mine, and there were about 300 other people at the breakfast, but I was looking forward to hearing Fiorina speak.

Fiorina recently published her memoir, *Tough Choices* (published by the Penguin Group, ISBN 1-59184-133-X). This talk, co-hosted by Friends' Health Connection and New Jersey Association of Women Business Owners, was a stop on her book tour. Fiorina spoke on a range of topics from her book, every word of which she assured us she wrote herself. She then answered numerous questions from the audience. I took detailed notes, and while I am not quoting Fiorina exactly, much of the wording in the remainder of the article is hers and not mine.

She began by addressing her dismissal from HP in February 2005, which she describes in the prologue of her book so that readers do not have to skip to

the end. According to Fiorina, the Board fired her abruptly with no discussion, explanation, or transition. They did not even meet with her to break the news. In the book, Fiorina states that the Board "did not have the courage to face me. ...after a lifetime of fears I was not afraid. I had done what I thought was right. I had given everything I had to something I believed in. I had made mistakes, but I had made a difference. I was at peace with my choices and their consequences. My soul was still my own."

This statement is the epitome of both her book and her talk. She talked about leadership, the difficulty of change, overcoming fear, and making tough choices without selling your soul. She wove personal and sometimes amusing anecdotes throughout her talk, to illustrate her points as she shared her insights. She brought a human face to her significant challenges and achievements, leaving the audience both respectful of her as an individual and believing that we are

capable of more than we previously thought.

Leadership vs. Management

She noted that leadership is not management, though management is certainly important and we need good managers. Managers can lead, and leaders can manage, but many do not. Management is achieving acceptable results within known constraints. Leadership requires both realism and optimism. Leadership is changing the order of things, seeing and seizing possibilities to change for the better. Leadership is a choice to make a positive difference. A leader never stops learning or taking risks. Some people choose not to lead because they are afraid. Some are afraid of change.

Passion, Potential, Fear and Courage

When Fiorina graduated from Stanford with dual majors in medieval history and philosophy, she was effectively unemployable. (In her book, she talks about the importance of logic in

decision-making, and it seems that her interest and skill in this area came from studying philosophy.) In an attempt to please her parents, she went to law school. She dropped out after one semester, in part because she hated the focus on precedence rather than creating something new. Fiorina had learned that pleasing someone else was not a worthy goal. She knew that without passion, she would not do a good job.

Ironically, Fiorina's first real job was as a secretary at a commercial property brokerage firm located just one block from HP headquarters. There she worked hard and learned a lot, including what it feels like to work at the bottom and that the bottom can make a difference. Six months after she started, two men at the company recognized her potential and offered to let her learn to write deals. They were leaders, seeing possibilities in her that she did not see in herself. This was the first time she thought of a career in business.

She advised the audience, "Whatever job you have, do the best job you can. Don't focus on the next job you want. Learn everything you can from everyone you can. And when opportunities knocks, don't be afraid to open the door. It will be scary and new. You will be outside your comfort zone, and you will make mistakes."

Fiorina earned her MBA and then went to work for AT&T. During a sales training exercise, she was supposed to call an executive's (pretend) secretary to try to get through to the executive. She was terrified. She postponed the exercise eight times because she was afraid to fail.

Today, the media describes her as "fearless," because she has taken bold action. "But this is not accurate. Courage is acting in spite of fear."

Change

Change is like heaven: everyone wants to get there but nobody wants to die. Change sounds good in theory but

nobody actually wants to change themselves. People resist change because the natural momentum of any organization is to preserve the status quo. People who have power and influence want to keep it. It is human nature. Resistance to change is substantial. A leader needs to name it and muster sufficient motivation for others to overcome it.

At AT&T Network Systems (which became Lucent), people were discontent but were not prepared to do anything different. Fortunately, one of the organization's executives, Tom Carter, demonstrated leadership by speaking up about not being willing to accept the status quo, and others followed him.

When Fiorina went to HP, she did not bring anyone else with her. She wanted them to change; she did not want to bring change.

Fame and Femininity

For six years, Fiorina was #1 on Fortune magazine's list of the most powerful women in business. She told Fortune that this list was a bad idea. Business is not like tennis, with male and female ladders. To Fiorina, the list implies that women are not good enough to compete with men in business.

Fiorina related anecdotes about being a businesswoman back in the 1980s. She once shared a client with a male coworker. The client wanted to have a business meeting at a strip club, so the coworker thought Fiorina should not go. She went anyway. Her coworker was humiliated more than she was. They later became close colleagues.

After a lawsuit against AT&T, the company needed to hire more women. Fiorina was introduced to her first management reports as the "token bimbo."

Fiorina offered the following advice for female executives:

- Everyone is afraid. If you are not trying, not risking doing new things,

then you are not progressing in life. Identify, name, and overcome your fear. Find people to help you.

- The more opportunities you have, the more opportunities you will have to sell your soul. Make time to reflect and ask yourself, "Can I live with what I choose?"

Leadership Requires Diversity, Collaboration, and Character

Fiorina sees the diversity of the senior management team as a prime indicator of a business's health. Different people have different experiences, which leads to a higher quality decision-making process.

Fiorina pointed to the 2001 HP-Compaq merger decision as an example. While many people questioned whether the deal made sense, Fiorina was confident in the HP Board's lengthy and thorough decision-making process. (I have to note that the Board was not racially diverse, but was reasonably diverse along other lines such as gender and experience.) The HP Board's analysis had predicted that the merger announcement would cause the stock to drop 20%, and it dropped 23%.

In Fiorina's view, the best leaders surround themselves with people who are different from themselves. If they do not, then they are putting their own comfort level ahead of creativity and new thinking. A fundamental source of discrimination is discomfort. People hire and like people like themselves. Affirmative action is a lever to force people to look for others who are different from them. Business competition today is all about the talent, so it makes sense to include as many people as possible in the talent pool.

Leadership is about the capability of those you surround yourself with. Leadership is about collaboration, not working alone. People who collaborate effectively achieve more.

Leadership is about character: values, ethics, and knowing where your internal compass tells you to go. If a leader

does not have values, the internal corrosive effects are devastating. A leader never sells his soul. “Don’t ever sell your soul. Nobody will ever pay you back,” Fiorina had advised a co-worker.

Negotiation

An audience member asked Fiorina for advice on conducting successful negotiations. Fiorina outlined four principles for negotiating:

- Find common ground with the other party. (She then gave a humorous example, from a trip to Korea to negotiate with a Korean team that had never worked with a woman before. Following the Korean tradition, in the evening they all went to a kisaeng party where each executive had a female companion to cook Korean barbecue dinner and ensure that the executive did not drink too much despite numerous rounds of toasts. Fiorina took it all in stride. At the next day’s meetings, the dynamics were significantly better, because she had found common ground with the Korean team by respecting their traditions.)
- Listen hard to understand the other party’s issues and objectives.

- Be clear about what you want and need. Ask for it, and then stop talking. Do not immediately start backtracking.
- View negotiation as collaboration, not conflict.

Avoiding Burnout

Fiorina was asked how she avoided burnout. She replied that one of the toughest decisions she made every day at HP was how to spend her time. People will ask for more and more until you say no. They are not being mean; it is just human nature. Someone will always be unhappy. You need to preserve your own health and life, and you need time to refuel. The choice is yours.

Reaction to Board Scandal

An audience member asked Fiorina what she thought about the 2006 HP scandal, in which spying on Board members and reporters (to find leaks) led three Directors, including the Chairwoman, to resign from the Board. Fiorina answered that the scandal would not have happened if she had still been the CEO. She said that the three Directors behind her ouster her

were at the center of the spying scandal and were no longer on the Board. She felt that the scandal was symptomatic of the Board dynamics that she had been trying to change. In her opinion, their rivalries had overwhelmed their judgment and values.

Fiorina’s Future

When asked about her plans, Fiorina said that the greatest gift she got from being fired is the freedom to pursue her own agenda, not the company’s agenda. She is moving forward, not going back, and she would never go back to HP. She is interested in getting involved in public service, or she might become a CEO again for the right company, one that she could be passionate about. For now, she is at peace. She concluded, “Life is about making your choices and accepting the consequences. Life is an adventure. People who don’t see that grow old before their time.”

Sue Dorward is a tech management coach who coaches high-potential employees. She is based in New Jersey and can be reached at sue@sudocoaching.com. For more information, visit sudocoaching.com

Process Can’t Replace Judgment

Gerard H. (Gus) Gaynor
EMS Executive Vice President

Just follow the process and you’ll be successful! Just plug the numbers into the algorithm and you’ll have the answer! Maybe “yes”, but most likely “no.” We went through a period where process dominated much of the management literature and managers focused on process as the latest panacea to improve operational performance and effectiveness. Too often, we conclude that some single systematic process or application of some mathematical formula will provide an answer without judgment and without consideration of the context in which the issue is considered. There are no hand-book answers to solving problems since all problems must be viewed in the

context in which they occur and that process requires judgment.

John C. Redding¹, in researching team decision-making, discovered some interesting differences in how teams reach decisions. The research is interesting because it sheds some light as to why such a small percentage of projects fully meet the three objectives related to requirements, time, and estimated cost.

Redding’s research involved a study of two teams. Team “A” was involved in a very high profile initiative where the customer requested that the project schedule be accelerated. The team was challenged to reach a quick decision

using the necessary analytical tools to determine the risks involved. This team included highly experienced middle managers and professionals, some with MBA degrees, who followed a well-developed agenda. The team followed all the processes they learned from team building training over the years and used by the organization. This meeting took place in elegant surroundings. The meeting met all of the traditional requirements but the decision was to decline the customer’s request to accelerate the project schedule. The team essentially operated by the book with little if any controversy.

Team “B” was asked to consider a rec-

ommendation for offering a low-cost, off-the-shelf product line. The team included key production supervisors and line manufacturing people with certain specialties. The group did not have any formal team building training and held its meeting in a corner of the lunchroom with no specific formal agenda. The team members were polarized before the meeting began.

The meeting began with various opinions being set forth but most advocating a position rather than trying to gain some level of consensus. The group was divided in two camps, emotions were high, interruptions dominated, some name-calling occurred, and one would picture this scene as total chaos. The team was stunned when one of the members stalked out of the lunchroom threatening to leave the organization. The reasons why this chaos occurred are not important. What is important is what occurred after these passionate responses subsided and a member of the group proposed a new approach.

The team member raised the possibility of starting a totally separate organization to provide the low-end product line. Somehow, this proposal struck the right nerve with the team and they began considering the issues involved in reaching a decision rather than trying to justify a particular solution. They considered ways of streamlining production, ways for standardizing certain components, and ways to circumvent the many issues that go into developing a plan to produce essentially two different product lines. The discussion now was directed toward reaching a viable decision. The possibilities of developing a stand-alone company for the low-end product now became the question. The team met two weeks later and within six months, the new company was launched.

What happened here? Team “A” a highly skilled group of managers and professionals basically followed a set of standardized processes. No one asked the difficult questions—the questions that might be controversial, the one’s that might have created some conflicts,

and those that might have created some intellectual dissonance. Those questions might have raised other alternatives to meet the customers request for accelerating a schedule but in a different way.

Redding asked the question: did the real chaos of Team “B” with all of its tensions stimulate thinking that led to an innovative solution?

Laurel Jeris² followed up with further research that reinforced Redding’s conclusions. Jeris structured his research by forming eighty five-person teams and divided them into two groups: half were structured as Team “A” and the other half as Team “B.”

The results showed that the “A” type teams, trained in traditional teamwork practices were less likely to develop innovative solutions unless some type of dissonance was introduced to redirect the thinking. “B” type teams were twice as likely to produce innovative solutions.

Jeris then set up a third group with a set of guidelines for resolving problems and asked them to separate facts from assumptions, reconsider the description of the problem, and not accept blindly the framing of the problem. In other words, don’t accept the problem description as a given? Jeris found that these (third group) teams rephrased their problems three times as often as those using traditional team processes. These results suggest that the current models, either type “A” or type “B” may not be working as effectively as assumed.

What do we learn from this research? Team “A” followed a process that rejected the request of the customer. As engineering and technology managers, we continually face the problems of juggling a project schedule in order to meet a customers or clients requests. It’s difficult to recommend, without some reservation, the approach of Team “B” where, although it eventually came up with an innovative solution, the process created some destructive effects

on personal relationships.

Jeris’ third group presents us with a better solution: reframe the problem to fully understand the underlying issues that require resolution. Perhaps the best response to this dilemma comes from D. Schön³ who describes problem framing as:

The process by which we define the decision to be made, the ends to be achieved, the means which may be chosen. In real-world practice, problems do not present themselves to the practitioner as givens. They must be constructed from materials of problematic situations which are puzzling, troubling, and uncertain. In order to convert a problematic situation to a problem a practitioner must do a certain kind of work. He must make sense of an uncertain situation that initially makes no sense.

Look back at your experiences whether you’re involved in academia, government, industry, or the not-for-profit world. Just because someone describes the situation to be resolved doesn’t mean that the situation has been described accurately and without prejudice. How many times have you found yourself solving the wrong problem? How many times have you not fully understood the problem and yet went ahead individually or with a group and failed to ask those questions that frame the project. Next time you’re involved in working on a problem maybe you should refer back to Schön’s comments on framing.

References;

1. John C. Redding, *The Radical Team Handbook* (San Francisco: Jossey-Bass, 2000).pp. 5-12.
2. L. Jeris, “An Empirical Study of the Relationships Between Team Process Interventions and Double-Loop Learning.” Unpublished doctoral dissertation, Department of Leadership and Educational Policy Studies, Northern Illinois University, 1997.
3. D. Schön, *The Reflective Practitioner: How Professionals Think in Action* (New York: Basic Books, 1991 p. 40.

CALL FOR PAPERS

IEEE Transactions on Engineering Management

Special issue on "Managing Innovation in Emerging Economies"

Guest editors:

Clayton Christensen (Harvard University), Chang-Chieh Hang (National University of Singapore),

Kah-Hin Chai (National University of Singapore)

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This special issue will focus on the management of innovation in emerging economies with widespread impact such as Brazil, China, India, and Russia. This is a timely effort, since emerging economies are increasingly an important driving force in the world economy. In line with a recent report by the Economist (Sep 16, 2006), we define emerging economies as countries that were not OECD members prior to 1994, regardless of their current status. Because of the vast differences in education, political, economic, and geographical factors, the challenges faced by technology managers and entrepreneurs in these markets are numerous and multi-faceted. The emphasis of this special issue is on the management of innovation, engineering, and technology at the firm level rather than macroeconomic national policy-level.

Given the differences and uneven levels of development among emerging economies, what and how should different types of innovations be intro-

duced and managed in these countries? In what ways should local companies manage their 'indigenous' innovations? How relevant or useful are existing innovation theories and practices that have primarily been developed in western countries when they are applied to China, for example? What are the 'new' theories? Surrounding these and related questions are a broad range of topics in innovation and technology management. We particularly welcome papers on managing innovation in emerging economies in the following areas:

- Innovation strategies
- Intellectual property management and strategy
- Disruptive innovation
- Managing indigenous technologies
- Technological entrepreneurship
- R&D management
- University-industry technology transfer
- Human resource issues
- Strategic alliances
- Organization structures and cultures

We seek both research and practice articles which will enhance our understanding of the topic. Research articles are empirical or conceptual papers that present the results of research, new theories which integrate existing literature, or state-of-the-art models in the relevant areas. Practice papers describe significant application issues, innovative case studies or actual implementations of existing concepts or methodology. These papers describe complex real-life situations requiring innovative solutions. They use rigor in their arguments, build upon appropriate literature, and reach conclusions that will have an impact on research and practice.

Submission Deadline: March 31, 2008. Papers should be submitted electronically to <http://mc.manuscriptcentral.com/tem-ieee>. The cover letter should indicate that the paper is being submitted to the special issue on innovation in emerging economies. Initial editorial decisions will be reached in June, and publication should occur in 2009.

Chapter Reports

Twin Cities Chapter

Dave Hendrickson

The IEEE EMS Twin Cities chapter is a dynamic and active chapter. We are fortunate to have a dedicated group of current and past officers leading a committed chapter. The Twin Cities EMS chapter has been active for about 5 years.

Our goal is to organize about 9 or 10 technical meetings per month. We typically hold the meetings at the end of the work day, 6:30, at different locations. Our varied meeting locations enables members throughout the city multiple opportunities to attend meetings. An additional aspect of our range

of host venues is we often are offered the opportunity to tour the host company. We typically do not charge for our meetings and offer light refreshments. This meeting style represents a cost of about \$70/meeting with an attendance of about 15 to 25, mostly IEEE EMS members.

With support from the Twin Cities Section, we are running a series of workshops to support the professional growth of our members. The first workshop was held 9 Dec. 2006. Our guest speaker was Gus Gaynor, an IEEE Fellow and author of the book "What Every New Manager Needs to Know: Making a Successful Transition to Management". Mr. Gaynor presented "Making a Transition to Managing". We designed the workshop as an all day event, hosted it at a local firm (which help to keep the costs down), offered CEU credits through IEEE, provided a copy Gus's book, provided both a continental breakfast and catered lunch. With these arrangements we then charged our IEEE

members the base cost of \$50.00, our unemployed members we invited to attend for free, and built in a minimal profit from non-members with a charge of \$100.00.

The workshop attendance was made-up of about 28 IEEE members and 17 non-members, including the other professional groups we are working with to build a peer network. (We gave ASME, SWE, AIChE, and other societies the member rate as well)

We plan to keep providing these workshops on other topics throughout the year. These plans include developing 2 or 3 workshops per year. The next

workshop will be on 28 April 2007 on six-sigma.

In building relationships and networking with other engineering societies such as ASME, SWE, AIChE, and others. This cooperation built on the Minnesota Engineering Societies picnic we hosted the year before. We sponsored a picnic at a local park and charged members \$5 and families \$10. IEEE and the other engineering societies covered the rest of the cost. This picnic was a great success and there is a strong interest to host another shared event. Because of current resource limitations however, we held the workshops open to the other societies rather than holding another picnic.

New York Chapter

Victor Simuoli

On December 14th, 2006, the New York Section of the IEEE Engineering Management Society hosted a presentation by Mr. Joseph Mendola, P.E., Lead Construction Manager for New York City Transit (NYCT), on the challenges of managing multimillion dollar station rehabilitation projects for New York City Transit. The presentation was hosted by Urban Engineers of N.Y., and was well attended by IEEE members as well as various representatives of the construction industry in New York City.

Mr. Mendola, who is responsible for

managing the rehabilitation of large, complex subway stations for NYCT, focused his discussion on the rehabilitation of the 59th Street Station at Columbus Circle in Manhattan. This station, in addition to having historic significance, is located under one of the busiest intersections in Manhattan. Mr. Mendola discussed the various components of a station rehabilitation project, beginning with the design process through managing the contractor submittal process, shop drawing review and approval, safety and quality concerns, working in a busy, active subway station, staging the work, coordinating with out-

side agencies, and final acceptance by the NYCT Stations Department. He highlighted some of the challenges involved in staging the work and coordinating construction activities with outside agencies such as the NYC Department of Transportation and obtaining required permits and agreements.

After the presentation, Mr. Mendola answered questions from the audience and was presented with an award from Marty Izaak and Victor Simuoli, Chairman and Vice Chairman of the New York Section of the Engineering Management Society.

IEEE Region 8 Russia North-West CS/EMS Joint Chapter

Vladimir O. Safonov

We already wrote about the origin, history and specifics of our chapter in the first issue of EMS Newsletters, 2006. In this note we'd like to share with you some important news and events of our chapter happened in 2006.

The chair of the chapter is Vladimir O. Safonov (v_o_safonov@mail.ru), professor of computer science and head of

laboratory at St. Petersburg University. The vice chair, secretary and treasurer of the chapter is Maxim A. Sokolov (maxim.sokolov@ieee.org), head of department at Corning SNG, St. Petersburg. In 2006 both of us, Maxim and me, were elected IEEE Senior Members and appreciate it very much.

The activity of our chapter in 2006 was mostly related to professional interests

of our chapter members as experienced specialists in software engineering, computer science and engineering management.

We continued our chapter seminar – a series of technical meetings on computer science, software engineering and engineering management. The goals of our seminar are as follows:

- enable fruitful professional commu-

nication between leading experts in our region;

- provide our members and guests with state-of-the-art information on advanced research and development in our areas of expertise;
- give our younger colleagues, disciples and PhD students, an opportunity to give their talks on the topics of their research and dissertations at joint meetings with the leading professors of our city, which is invaluable experience for young software engineers.

In 2006, there were two technical meetings of our chapter seminar. Both of them were talks by professor Safonov's PhD students on our leading research projects in the areas of aspect-oriented programming and knowledge management:

1. "Aspect.NET - toolkit for aspect-oriented programming on Microsoft.NET", by Dmitry Grigoriev, Alexander Maslennikov and Mikhail Grachev.

Aspect.NET (<http://www.msdn.net/curriculum/?id=6595>) is an aspect-oriented programming framework for

Microsoft.NET developed on top of latest Microsoft software technologies - Phoenix (<http://research.microsoft.com/Phoenix>) and Visual Studio.NET 2005. The project is supported by Microsoft Research. Aspect.NET already has a number of users in the U.S., Canada, Europe, Brazil, Columbia, Korea, C.I.S. and Russia.

2. "Knowledge.NET: knowledge management system" by Anton Novikov, Dmitry Cherepanov (IEEE Student Member), Maxim Sigalin and Alexey Smolyakov.

Knowledge.NET (<http://www.knowledge-net.ru>) is a knowledge management toolkit for Microsoft.NET based on extension of C# by knowledge representation features - ontologies, frames and rule sets. The system is also built on the latest Microsoft technologies, as an add-in to Visual Studio.NET 2005. The project is supported by the Government of St. Petersburg.

We hope that both toolkits, Aspect.NET and Knowledge.NET, will be very helpful to many compa-

nies and programmers for their software and knowledge engineering tasks.

In 2006 our chapter took part in IEEE Distinguished Visitors Europe Program (DVP). We invited IEEE distinguished lecturer professor Marcin Paprzycki (Poland) to visit St. Petersburg in early 2007 with his lecture on intelligent agents. We also helped professor Paprzycki to include into the program of his DVP Russian visit such major Siberian cities as Novosibirsk and Krasnoyarsk.

Professor Safonov, the head of our chapter, was nominated in 2006 as a candidate distinguished visitor to DVP Europe Program, 2007 - 2009.

Due to our IEEE contacts, we often receive from our IEEE colleagues a lot of information on the upcoming IEEE or IEEE sponsored conferences in our R&D areas of interest. In particular, professor Safonov was invited to become a member of the Program Committee of the 2nd Multi-conference on Computer Science and Information Technology which will be held in October-November 2007 at Wisla, Poland.

Southeastern Michigan Chapter

Mark Ciechanowski

Our chapter has a new web site. The site contains introductory information for new members and members might not be very familiar with our meetings. The site contains frequently asked questions about our meetings, along with archive of all of our past speakers and topic. We have also posted our favorite management authors that we frequently discuss at our meetings, as well as several past speakers' reading lists. The URL is http://ewh.ieee.org/r4/se_michigan/ems/.

Our next meeting will at the 2007 Spring Section Conference and Dinner on Thursday, March 29, 2007 5:00pm. Our Keynote Speaker will be Teresa (Teri) M. Takai, Director of the Michigan Department of Information Technology (MDIT) and Chief Information Officer (CIO), State of Michigan. She will speak to us about "Technology and Michigan: Re-Engineering Government." The new chapter web site has all the details.

In addition to the Spring and Fall Conferences, we plan to hold our regular meetings and a summer workshop like last year.

As Chapter Chair, I would like to welcome the elected chapter officers for 2007: Marty Biancalana, Treasurer; Dave Laurent, Liang Downey, Dennis Siemiet and Bill Quinlan, Vice Chairs. Let us know how we may serve you. Contact us at semichigan-ems@ieee.org.

Dallas Chapter News

Bob Bishop

We look forward to Dallas Chapter meetings on the Second Friday of each

month in Richardson, Texas.

Ms Valerie Pelan, Executive and Busi-

ness Coach for Improved Performance and Execution, will speak on Friday, February 9, 2007, on Coaching and

Emotional Intelligence.

Mr. Patrick Hicks, Director, Business Development, SMU School of Engineering, spoke on Global Experiences, Lessons Learned, and the Future, on November 10, 2006, and gave a much expanded talk on December 15, 2006. We have serious issues with value changes, order of magnitude changes, convergence, unexpected consequences, global marketplace gaps, declining engineers, the gathering storm and future directions. Successful leaders of the future will focus on vision, passion, dynamic communications and continual learning.

Dr. Richard S. Barr spoke on October 13, 2007, on the need for graduate education in today's dynamic, global work environment and share how the SMU School of Engineering is addressing this need from a leadership perspective. Dr. Barr is highly credentialed and currently serves as the Chair of the Engineering Management and Information Systems Department at the SMU School of Engineering.

Dr. Hans Stork, Senior Vice President and Chief Technology Officer, Texas Instruments Incorporated, delivered a very insightful talk, on September 15,

2006. Dr. Stork spoke on Process Engineering, the size of the operation and today's management challenges. There is always discussion on whether to do things in-house or farm out the work. He also spoke on the concept of having multiple development teams within the same process as a hedge against today's dynamic competitive environment. Dr. Stork is very candid and very cordial, and spoke at some length on TI's new \$480 Billion wafer fab facility. During construction, there were 18 cranes at one point, erecting the site! It will be online early in 2007.

EMS Colombia Chapter

Carlos Rueda Artunduaga

Last November 23, the EMS Chapter and the Computer Society Chapter in Colombia Section (South America), with support of the Universidad Distrital Francisco Jose de Caldas and Universidad Santo Tomas de Aquino Student Branches, presented to the membership the "First Congress in Security Management IEEE Colombia 2006."

This congress was presented in Bogota City, Colombia, with the par-



ticipation as lecturers, of Dr. Jeimy Cano, Ph.D. (Distinguished Visitor Program Computer Society) and

Lecturers and Members of the Engineering Management Society and Computer Society Chapters in Colombia Section: (from left to right) Dr. Jeimy Cano, Ph.D.; Eng. Carlos Manuel Lara; Bs. Jairo Cardenas; Man. Alexandra Cubides; Adm. Jose Bonilla Uribe; Eng. Carlos Rueda Artunduaga; Eng. Julio Quintero; Mr. Alejandro Rincón.

Eng. Carlos Manuel Lara; more than 100 participants, members and not members of the IEEE.

Former IEEE-USA President Cites Productivity, Innovation and Entrepreneurship as Career Keys for U.S. Engineers in BusinessWeek

Chris McManes, Senior Public Relations Coordinator, IEEE-USA

WASHINGTON (22 January 2007) — U.S. engineers need to hone their competitive edge through continuing education and focus on productivity, innovation and entrepreneurship to maintain rewarding careers, 2006 IEEE-USA President Dr. Ralph W. Wyndrum Jr. told BusinessWeek magazine.

"America's leadership in technology has underpinned our economic prosperity for the past half century," Wyndrum said. "But we have no monopoly on smart people,

capital investment or the will to succeed. As developing economies use comparative labor cost and other advantages to build competing industries based on mature technologies, the United States can best create new jobs and new opportunity by leading the way with new technology."

"Keeping Research and Leadership at Home," by Duke University's Vivek Wadhwa, looks at what the United States can do to maintain its technological leadership and remain on the

cutting edge of innovation.

Wyndrum shared his perspective alongside Intel Chairman Craig Barrett; Charles Vest, president-elect of the National Academy of Engineering; and Rick Rashid, Microsoft senior vice-president of research, among others.

The full article is available at: http://www.businessweek.com/smallbiz/content/jan2007/sb20070118_135378.htm.

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Your Board serves the interests of the Society and promotes Excellence in Engineering Management. The EMS Board needs your input to help determine if the Society meets your needs. Please contact any Board member for additional information, for expressing opinions, or raising issues that need to be addressed by the Society.

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Newsletter Deadlines

Issue	Deadlines
First Quarter	15 January
Second Quarter	1 April
Third Quarter	1 July
Fourth Quarter	1 October
Terrance J. Malkinson, Editor <malkinst@telus.net> Paul Doto, IEEE Newsletter Coordinator <p.doto@ieee.org>	

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