

IEEE Executive Committee – September 2008

SUBJECT: IEEE Technical Activities Report

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**EXECUTIVE SUMMARY:**

During 2008, key strategic leadership activities, programs and products were completed by the IEEE Societies and Technical Councils (S/Cs), the IEEE Technical Activities Board (TAB), its committees, and Technical Activities Department staffs. Results are described in the following sections covering highlights and other important developments.

**SOCIETY AND TECHNICAL COUNCIL ACHIEVEMENTS**

Societies and Technical Councils develop and implement new programs, as well as continuing existing programs, in support of the mission and goals of the IEEE, Technical Activities, and the individual S/Cs.

S/Cs are responsible for a vast majority of the products and services of the IEEE, resulting in 55% of the revenue to the IEEE. So far, in 2008, this has translated to:

- 137 S/C publications
- More than 420 conferences in venues spanning 48 countries (although about 175 were technical co-sponsorships)

In addition, S/Cs are at the leading edge for development of new technical fields. Six new journals began publication in 2008. New conferences, SIGs and working groups also contribute to the expansion of the technical scope of the IEEE. For 2008, a number of S/Cs have conducted technical outreach in specific geographic areas.

Societies continue to work on membership development. To date, Society membership has declined about 2.3% compared to 2007. Research into the reasons for joining (or not joining) a S/C is being conducted individually within S/Cs as well as by the TAB AdHoc Committee on Society Membership. The IEEE Computer Society is participating in an IEEE-wide initiative to grow society membership. The initiative entails targeting potential members based on defined areas of interest and highlighting society benefits that can satisfy those interests. Additionally, the TAB Adhoc Committee on Society Membership has recently launched a project to research and understand how societies view their value proposition for members and what they are doing to increase membership. The intent of the project is to share best practices across societies and to develop membership marketing programs where they are lacking within the societies. A key component of these S/C membership development efforts is improved communication and access to technical materials. IEEE Solid-State Circuits Society has videoed conference presentations for later access by members and (videotaping of keynote). Similarly the IEEE Electromagnetic Compatibility Society has developed a

program for video delivery of distinguished lectures which is a more cost effective approach to serve their more than 35 Chapters worldwide. A more comprehensive list of S/C highlights for 2008 is included in Attachment A.

New technical fields being addressed include the newly-formed IEEE Biometrics Council, which recently completed its election of officers and is beginning to develop Council programs and products. In addition, a new unit is being considered in the area of RFID.

The IEEE Council on Electronic Design Automation, which was established in 2005 as a provisional Council, was moved to full status.

The IEEE Power and Energy Society was established, following approval of a name change from the IEEE Power Engineering Society.

## ADDRESSING FUTURE DIRECTIONS

### IEEE TA Technology Roadmap

A major 2008 project within Technical Activities is development of the IEEE TA Technology Roadmap. This project has grown over the course of the year. The goals include:

- Creating a method by which Industry professionals could view Technical Activities publications, conferences and products from an external industry technical perspective rather than via the current S/C internal hierarchy of knowledge. It is currently at a three-part implementation stage.
- Creating a visualization of content that may allow for better engagement and proactive efforts into new technology areas that overlap technical sectors, programs and S/Cs. (*"Finding white space"*)
- Identifying more existing opportunities for collaboration amongst S/Cs where content currently overlaps along technical sectors, programs and S/Cs. (*"Finding opportunity space"*)

Initial discussions took place during the February 2008 TAB meetings, and an outline of 12 industry sectors (from the "industry/public perspective" was defined). The TAB AdHoc Industry Advisory Committee discussed the outline and recommended two additional topic areas. These additions were reviewed and helped to establish direction for the TA Strategic Planning Committee to work further on these concepts in between the IEEE Meeting Series. These 14 sectors are now the basis for the Technology Roadmap Project:

1. Agriculture
2. Communications
3. Computing & Information Technology
4. Critical Infrastructure
5. Defense
6. Education
7. Energy
8. Entertainment
9. Environment
10. Financial Services
11. Healthcare
12. Manufacturing & Devices
13. Retail
14. Transportation

In order to help define via keyword/tagging the initial parameters of these sectors, the tool has been developed to include Society/Council Volunteer Leadership input, and all S/Cs invited to provide input. Initial input from 50% of S/Cs has resulted in over 1,000 keyword/tags. S/C Presidents and Adcoms are currently involved in mapping conferences and periodicals to specific sectors and the related keyword/tags. As of 5 September 2008, 10 S/C's, representing 40% of conferences and 34% of periodicals have completed high level mapping to sectors. Additionally, a request for input will soon be sent to more than 1500 key S/C and IEEE volunteers. TA staff and technology consultants are currently working to input this information into a visual software tool that has been selected by the TA volunteer leadership. This software (TheBrain SDK) will produce a visual navigation tool that is interactive, web 2.0 based, non-hierarchical and uses visual connection analytics rather than traditional list results.

Under the oversight of the TA Strategic Planning Committee and the TAB AdHoc Industry Advisory Committee, TA teams are currently working with Microsoft volunteers on indexing information from Xplore so that the two tools (Xplore and the Roadmap) will be able to complement each other and provide end-users access to the same technical content via two very different navigation approaches.

As the tool continues to be populated with information, the resulting keyword/tags can be used by members, S/Cs and other IEEE units to better define our products and services – and in the process it is hoped the overall value. The current plan also includes opening this visual non-hierarchical view of the Technical Activities content to the external marketplace. This will provide a new way for the world to view the IEEE.

In addition to the work with the Technology Roadmap, the Industry Advisory Committee is helping to define the value proposition, to industry, of IEEE membership and our existing technical fields.

### New Technology Directions

Just as the Technology Roadmap will allow better understanding and identification of our technical areas, the scope of our technical areas continues to grow. The TAB New Technology Directions Committee has four objectives:

- Spawn New Technology (NT) Communities
- Help transition NT Communities and/or their activities (conferences, publications) to a sustainable state
- Make NT activities visible and usable/attractive to a larger audience, in particular practicing engineers
- Be at the forefront of Future technologies.

During 2008, the active working groups include Biotechnology and Bioengineering, Brain-Machine Interface, Future Power and Alternative Energy Technologies, Global Earth Observations, Plug-In Hybrid Electric Vehicles, and RFID. Specific information and reference materials may be found through the New Technology Connections portal at <http://www.ieee.org/web/emergingtech/home/index.html>. This portal serves as a one-stop-shop for content about a specific technology (e.g., Overview, Articles, Video Clips, Pubs, Conferences, Standards, Academic Programs). In February, NTDC conducted a survey of all IEEE S/Cs to identify key technologies. Results were provided as input to Strategic Planning activities.

In addition, three conferences were sponsored. The 2008 IEEE RFID Conference was held 16-17 April in Las Vegas, Nevada, USA, with 164 attendees from 15 countries. This was co-located with the RFID Journal Live! Trade Show, and sponsored by NTDC and IEEE-USA. In August, the IEEE Wireless Hive Networks Conference was held in conjunction with National Instruments (NI) Week in Austin, Texas, USA. And in November, in Atlanta, Georgia USA, the IEEE Energy 2030 Conference will be cosponsored by NTDC, IEEE Power and Energy Society, IEEE Power Electronics Society, IEEE-USA, and IEEE-SA.

In order to continue its outreach to a wider audience, NTDC conducted its third Boeing-IEEE Technology Conference at the Boeing facilities in Seal Beach, California USA on 7 August 2008. In particular, this 3<sup>rd</sup> conference had the largest participation of Boeing employees and was the most interactive. This collaboration with industry has been well received, and additional programs are being considered.

NTDC is also following up on two key topics: Accessibility and Smart Grid.

1. A team (consisting of volunteers from IBM, IEEE Engineering in Medicine and Biology Society, and NTDC) has been formed to start planning a two-day workshop, hosted by IBM, to be held (tentatively) in late February 2009. NTDC is the project manager for this effort. Other IEEE S/Cs and corporate partners will be invited to participate as well. Possible workshop topics include, but are not limited to, standards in accessibility, hand-held devices to assist in audio information delivery, and Web 2.0-3D web accessibility issues.

2. The TA Industry Advisory Ad Hoc Committee recommended a program on Smart Grid. Since Smart Grid is a multidisciplinary topic with underlying technologies covered by several IEEE S/Cs (eg. PES, PELS, Sensors Council, Systems Council, Computer, Communications) it is a potential candidate for a 2009 coordinated program that may include a conference, standards works, articles in IEEE Spectrum and The Institute, as well as collaboration with government energy agencies and other professional trade organizations.

### Humanitarian Technology Challenge

In conjunction with the United Nations Foundation, the IEEE is working on the Humanitarian Technology Challenge. Four focus groups have been held, to identify list of needs in areas of communications, telemedicine, data collection, electronic medical records, supply management and logistics, power, training, sensors, and contamination. The focus groups included input from the Pan American Health Organization, Charitable Humanitarian Foundations, World Health Organization and Centers for Disease Control.

The IEEE HTC Steering Committee was formed and has identified 5 humanitarian needs as high potential areas for initial focus. We are in the process of validating these needs with humanitarians working in the field. The result of the validation process will be concurrence between the IEEE and the UN Foundation on three key challenges to be addressed. The recent formed Society and Regional Unit Partnership Groups are currently being asked to help select 1-2 IEEE volunteers that will work with 1-2 humanitarians serving as "Challenge Champions" for each of the selected needs, and lead the effort to develop a detailed challenge definition and drive the solution development effort. There was a Section held in Sections Congress 2008 that aimed at attracting more volunteer support to the project.

### New Approaches

While we continue to expand the technical scope of our programs, we are also experimenting with new delivery mechanisms. Second Life is an interactive virtual world which allows for exchange of information, delivery of video content, and establishment of collaboration among members and volunteers. IEEE joins with major corporations, educational institutions, and associations that have established a presence in Second Life, and now "owns" two islands (IEEE and IEEE 2). During 2007, the IEEE Robotics and Automation Society introduced a building and three interactive robotic "games" on the IEEE Island. IEEE.tv programming is being shown in the IEEE Island theater, and a conference center is under construction. IEEE Standards is developing a campus, including a library and media center. We are reaching out to other IEEE organizational units (Boards, Sections, Chapters, Student Branches, Societies, Conferences, and other groups) to establish additional services and products within Second Life.

## TECHNICAL ACTIVITIES PROJECTS RELATED TO IEEE CORPORATE GOALS.

Both the IEEE Technical Activities Board, as well as the TAB Strategic Planning Committee, is working closely with IEEE Strategic Planning Committee to develop and implement strategic planning. During 2007, the TAB Strategic Planning Committee drafted a 5-year strategic plan, which was approved by TAB in November 2007. During 2008, the committee is overseeing the implementation of that plan, as well as development of an associated Operational Plan.

Technical Activities volunteers and staff participated in the IEEE Strategic Plan Assessment, where it contributed in the areas of conferences, publications, educational programs, and membership.

IEEE research and analysis of alternate membership models continues. Any changes to the model will result in significant impacts to the Societies and Technical Councils, as well as overall to TAB; therefore, there is significant volunteer and staff input into these discussions.

Along with all other groups within IEEE, Technical Activities is participating in process improvements in the areas of governance, reserves policy and human resources. For governance, Technical Activities staff has developed a new tool for handling the meeting agenda process. TAB tested the new tool during the June 2008 meetings, and received positive feedback from the volunteers. The tool is being customized for rollout to the other IEEE OUs. In the area of Human Resources, staff in both Technical Activities Department as well as all of the S/C offices, are conforming to new guidelines regarding job descriptions, headcount, and succession planning.

Product Management process changes were initiated in 2007. As the major owner of IEEE products, Technical Activities has participated in training and implementation of product management systems. A TAB AdHoc Committee on Product Management is exploring the interaction of S/C products with overall IEEE processes.

A number of efforts have been initiated in response to risks. The guidelines regarding the IEEE reserves policy is one such activity.

A key aspect of membership-related activities have centered this year on Young Careers. During 2007, the Technical Activities Board approved a resolution on the topic "How can IEEE Technical Activities and the IEEE Technical Activities Board (TAB) provide support to early career development?" which includes a plan for establishing efforts within the S/Cs and monitoring the results. Nineteen S/Cs have named a young career representative, either to their AdCom or in some other capacity. In addition, there is an effort to integrate GOLD activities within the S/Cs.

Continued development of Distinguished Lecturer Database, with postings

from a number of societies and technical councils.

There have been a number of new activities in the area of education programs. Fifteen S/Cs are contributing to the IEEE Expert Now program, with 28 new modules funded for 2008.

IEEE Computer Society and the IEEE Communications Society have certification programs. Programs are also being developed by the IEEE Biometrics Council, and being discussed by other groups including the IEEE Council on Electronic Design Automation, and the IEEE Power and Energy Society. In response to these expanded activities, the technical activities leadership and some adhoc volunteer groups, are looking to develop a business model for certification, the financial model for these programs, and how this interacts with other IEEE programs such as the Center of Excellence.

Other new project and program development works in the areas of competitiveness...

A variety of financial issues are getting increased emphasis:

- 2009 Budget development
- Coordination of P&L changes in S/C financials
- Reserves analysis
- Operational plan
- Documentation of existing financial processes

Societies and Technical Councils utilized new rules allowing spending of up to 50% of prior year operating surplus to fund initiatives or new programs for members and the profession. This included endowment/funding of awards, and development of new member services. To date, more than 10 S/C have used these funds to establish new programs and endow new or existing awards.

Rollout of the new business management system has resulted in a number of volunteer and staff-related programs and activities.

In May 2008, the TA/MGA Visits Program conducted a program in China (Hong Kong, Macau, Shenzhen), Thailand (Bangkok) and Vietnam (Hanoi, Ho Chi Min City, Hoi An). The program was organized by TA staff and volunteers (Roberto de Marca and 2008 Visits Program Chair Khaled Ben Letaief),, in consultation with Vice President Lillie and MGA staff.. In addition, lectures were provided by Jeff Voas, Cary Yang, Nim Cheung, Alan Street, Joe Lillie, and J. Roberto B. deMarca, Cecelia Jankowski and Mary Ward-Callan. The IEEE Delegation visited in each country several universities and industries, including Huawei headquarters in Shenzhen, as well as attending an IEEE conference, organized by the local Section, in Vietnam. Region 10 Director Mazierska was also part of the IEEE delegation.

In response to requirements from the IEEE Board of Directors during 2005 and 2006, there are six governance requirements that all S/Cs must include in their governing documents. To date, 29 of 44 S/Cs have completed these changes to their Constitutions and Bylaws. In addition, there are a number of changes in response to Board of Director programs, that are being made to TA governing documents.

Volunteers are the lifeblood of the IEEE, and this year there are a number of projects to help identify issues with volunteer training. The TAB Nominations & Appointments Committee is developing a job description, including tasks, skill sets and time required for the volunteer job, for key volunteer positions.

To assist those who are already in office, the technical activities department is developing a series of on-line training modules. Each module is short, in order to make it easy for volunteers to quickly get an update on key issues. In 2008, modules are rolling out in the areas of finance, budgeting, IEEE overview and IEEE products & services.

The TA Nominations & Appointments Committee is moving in the direction of making their nominations processes tighter and more professional by looking at skill sets and standard candidate information. The Technical Activities staff is conducting more than 25 S/C elections.

The operations of the Society Review Committee have been vastly improved with a revised form that reduces the overhead for the Societies/Councils/Committees to fill, help from TAD staff in providing some of the required data and most important, a more timely feedback by SRC to the units being reviewed.

Departmental reorganization was begun in 2007 to better align resources with key product lines, and continues in 2008.

New web portals were developed for a number of IEEE Societies, as well as for TAB committees.

Volunteers and staff are addressing issues related to IEEE Computer Society building in Washington, DC.

## **CONFERENCE LINE OF BUSINESS RELATING TO TA AND IEEE OPERATIONAL GOALS**

Conference publications are a key activity within IEEE product offerings, and there are a number of improvements to the processes and product development taking place in 2008 that are described in more detail in Attachment B. In addition, a new and much needed conference proceedings revenue distribution algorithm was approved by TAB in June 2008, and will be implemented over the next three years.

There are also some key issues, being discussed by IEEE Conference Committee, TAB/PSPB Products and Services Committee, and IEEE Technical Activities Board, regarding Technical Co-sponsorships and Conference No-Shows. It is expected that there will be additional discussions in working toward a resolution of these issues.

Conference business continues to grow. The number of conferences sponsored by TA units are expected to reach more than 760 in 2008, visiting 63 countries. The conference management group supported 168 conferences while 112 meetings were supported by the Meeting Planning Service.

An effort is underway in 2008 to provide more services and support to volunteers working in the conference area. This includes a contracting database, integrating the IEEE Computer Society activities into CMS, and trialing new VAT processes to best meet the needs of the conferences and IEEE operations.

The 2009 IEEE Panel of Conference Organizers was held 24-26 July 2008 in Seattle, Washington, USA. Its theme was "Ushering in a New Era of IEEE Conferences." Presentations are available in pdf, Power Point and audio files at [www.ieee.org/go/poco](http://www.ieee.org/go/poco).

#### PERIODICALS LINE OF BUSINESS RELATING TO TA AND IEEE OPERATIONAL GOALS

Six new publications began publication in 2008:

- IEEE Transactions on Haptics
- IEEE Transactions on Learning Technologies
- IEEE Journal of Selected Topics in Applied Earth Observations and Remote Sensing
- IEEE Reviews in Biomedical Engineering
- IEEE Transactions on Services Computing
- IEEE Intelligent Transportation Systems Magazine

Six new publications have been approved for publication in 2009:

- IEEE Transactions on Computational Intelligence and AI in Games
- IEEE Solid-State Circuits Magazine
- IEEE Photonics Journal
- IEEE Transactions on Autonomous Mental Development
- IEEE Embedded Systems Letters
- IEEE/OSA Journal of Optical Communications and Networking

Two new packaged products were approved, the IEEE Member Digital Library Basic and the IEEE Communications Library.

To address the area of citations, volunteers and staff have identified an

opportunity to allow faster access to any Forthcoming articles (pre-prints or rapid-post) within to Xplore by customers of MDL, Enterprise, and Online Article Sales. These Xplore users would have otherwise needed to wait until the entire issue was posted to Xplore. The earlier availability will hopefully increase citation counts, as the citations are only counted when made within the two years following the article's publication.

### **Attachment A: Selected Society/Technical Council Highlights for 2008**

- CAS Videotaped three keynotes given at ISCAS, which included both futuristic research ideas as well as innovative educational ideas, and are making them available CASS website for general viewing of all IEEE members;
- ComSoc created new sub-Technical Committee on Health Communications - with functions including (but not limited to) focusing on organizing conferences (such as Healthcom), supporting the IEEE/UN Human Technology Challenges on topics such as eHealth, and leveraging participation by its members in relevant standards development activities - e.g., through ITU-D;
- Computer Society relaunched computer.org, which includes a Build Your Career site and offers enhanced video and audio programming. CS also launched Certified Software Development Associate (CSDA) certification and learning system.
- CSS has created an outreach conference initiative to fund workshops and conferences in developing countries. This will make IEEE CSS technologies and education programs more accessible worldwide.
- DEIS is developing a much improved website that will be the focal point for the delivery of services to our members and to the wider IEEE community and beyond.
- EDS is conducting a survey to gather information on emerging and waning technical areas to better understand the needs of EDS members and non-members for now and in the future with regards to publications, conferences and other benefits.
- EMBS has established as Special Interest Group that brings together societies within the IEEE who are interested in bio-related topics. The Group works on areas of common interest including conferences and special issues in publications. The SIG is currently inviting participation from societies outside IEEE to develop special topics conferences such as the 2007 Bioeconomics Conferences that was hosted by the Biotech Council and NIST.
- EMCS created a Video Distinguished Lecturer Program which offers a more cost effective approach make the best EMC experts worldwide available to all its 68 Chapters worldwide, with more than ½ of these Chapters outside the U.S.A. EMCS also

created a new technical committee on nanotechnology opening a the area of EMC design in the nano-scale to its volunteers and members.

- *GEOSS*, The TAB IEEE Committee on Earth Observation, a standing technical committee of TAB, continues to work a variety of program including co-sponsorship of the new IEEE Journal of Selected Topics in Applied Earth Observations and Remote Sensing (JSTARS) with IEEE GRSS, creation of a webzine, and contributions to workshops on specific technical issues.
- *GRSS* has created a Science, Technology and Applications Advisory Committee to identify and advise the AdCom of new and developing trends in scientific research, technology and application developments that are likely to impact on the nature and scope of GRSS activities into the immediate future.
- *IAS* has initiated and are continuing a student-oriented program for the Pulp and Paper Industry (one of the technical committees in the IAS) that has the goal of increasing young engineer participation in this industry.
- *Information Theory Society* sponsored the first School of Information Theory in North America at Penn State. They already sponsor a similar event in Europe.
- *LEOS* is working with OSA and SPIE to create a truly world leading annual photonics conference in China (APOC/AOE). First issue is planned for November 2009.
- *MTT-S* technical committees will be sponsoring a number of contests, focused on the technical discipline represented by the particular TC. The contests allow participation by both students and practitioners (non-student engineers).
- The *NANO-C* is pushing ahead with its initiative Nanotechnology for a Wider Audience which is developed in partnership with EAB and aims to develop a web-based tool for nanotechnology education for high school students and also to develop IEEE Expert Now modules to practicing engineers. *NANO-C* has also launched a Nanotechnology Magazine.
- *RAS* has redesigned its website with a new database structure which will support volunteer in their work, help members in searching information, archive historical data and multimedia documents and a completely new look. It is now possible to maintain one's own agenda for robotics and automation related activities and couple it to the Google calendar or Outlook easily.
- *RS* is sponsoring a new conference entitled PHM (Prognostic Health Management) with first issue to be held in Denver October/08.
- *SSCS* is implementing a *Replay-on-demand* service provided by the ISSCC (International Solid-State Circuits Conference) to allow *SSCS* members in different parts

of the world to see, hear and follow papers which were given at the ISSCC before, in their own location.

*UFFC* is preparing to develop activities focused on "Electronics in Health Care".

## **Attachment B: Conference Dashboard**

**POCO** The third Annual Panel of Conference Organizers held in Seattle was the most highly attended POCO to date, with 100 volunteer organizers in attendance. At 3.9, the overall approval rating was 11% higher than POCO 2007. Planning for 2009, to be held 16-18 July in Prague, Czech Republic, is well underway. Planning for POCO 2010 is in the initial planning stages. POCO 2008 incorporated several new features, including a Communicating Your Conference session and live demonstrations including conference presentations online.

**Presentations Online** In June, the Presentations Online project was launched and is currently in the ideation phase. A cross –organizational project team was established to look at technological viability for conference presentations online. Research was conducted into existing technology and current usages by IEEE Societies and Regions. This technology was demonstrated at POCO by having immediate capture and availability of sessions. (Still currently available at [www.ieee.org/go/poco](http://www.ieee.org/go/poco).) Recommendations for next steps will be presented to the Conferences Committee in November.

**Conference Organizers' Newsletter** Since the introduction of the new Conference Organizers' Newsletter format in January, subscription has increased 50%. The Newsletter, issued quarterly since 2000, will have 11 issues in 2008. Built-in analytics, easily accessible archives and web hosting make this format easy to use for staff and easily read by Organizers.

**Conference Planning Timeline and Checklist** To assist Conference Organizers in end-to-end planning, a new timeline was introduced at the 2008 Panel of Conference Organizers in Seattle. This timeline offers an all-encompassing approach to compliance, planning and closing of conferences. While recognizing that not all conferences are similar in size, the timeline is a guideline that can be used as appropriate for an individual conference.

**Insurance** Due to a lack of clarity regarding conference coverage, CBS worked with Karyn Connor to refine language surrounding conference insurance on the website. This effort was timed to coincide with the elimination of the Request for Conference Insurance form and was communicated through the Conference Organizers' Newsletter.

**Survey Program** A survey pilot program, instituted in Fall 08, will give organizers the mechanisms they need to run a better conference by soliciting attendee feedback, and

will allow IEEE Conference Business Services access to key information about conference attendees.

**Web Conferencing** Additional services have been added to address the growing needs of our clients. More than 700 conferences have been served by web conferencing to date, with a projected 900 total by year's end. This is an increase from 2007, which serviced over 800 web conferences.

**IEEE PR Access Plan for Conferences** To give conference organizers the opportunity to promote their conference(s) within IEEE publications, a plan has been put in place to leverage external communications through internal channels. Working with both Corporate and Strategic Communications and the Institute, Conference Business Services been able to garner coverage for several conferences in both traditional and web formats. Moreover, CBS is actively participating in the Society Communications Committee, to ascertain more opportunities for promotion.

**Strategy for IEEE Conference Business** An overarching strategy for Conference Business Services was drafted and presented to the Conference Committee. The draft version was then socialized at POCO in a facilitated strategy session. POCO strategy feedback will be discussed by the Conferences Committee in November for inclusion in the strategy document.

**Value Added Tax** A new VAT program was implemented in 2007. After rollout and feedback another assessment was completed and alternative models and a new roadmap have been reached. The current program allows IEEE and Conference Organizers to comply with all local and applicable laws.

**Auto Reminders** 2007 POCO attendees requested more timely reminders regarding outstanding financial items. As a result, Conference Finance Services now sends out automatic reminder for outstanding items. Scheduled reminders (12 months prior to conference, 6 months, etc) are generated daily based on individual conference dates. The feature was implemented on 5 August when over 1100 email reminders were generated. The response has been immediate. Within 48 hours of the initial e-mail, conference services received over 400 responses. Reminders are also sent to the financial analysts when required documentation is complete and ready for budget approval or final closing review. Feedback from volunteers has been positive.

**Marketing for Meeting & Conference Management** New communication tools for conference registration, credit card processing and web conferencing increase visibility of services provided.

**Conferences in China/Taiwan** Compiled regulations issued by the Chinese government regarding international conferences and circulated at POCO, including

information on IEEE policy. A change in conference user facing systems allows for the use of Taiwan the country/region field.

**Contract Management** In order to encourage the use of Memorandums of Understanding, as well as offer Conference Organizers greater ease in preparing contracts, several procedures were instituted or updated this year. A newly created MOU page displays revised templates; an updated contracts page features new standardized agreements for major hotel chains, and improved process management between Conference Business Services and Procurement ensures greater timeliness in executing contracts. Contracts reviewed included hotel, convention centers, bus companies, special venues, catering, audio/visual, meeting management companies. Computer Society has recently begun utilizing the CBS contract review process for all conference contracts, which has been successful for all involved.

**Print on Demand** After careful analysis, a new print on demand model for conferences is being implemented. This model provides one-stop document management from composition to distribution process including pre-flighting, on-line proofing, revisions, scanning, asset management, and inventory management through an outside vendor with royalty payments to IEEE at 25% of list price for all units sold. The new process will generate approx US \$1.2 million, stemming from \$800,000 stop loss and \$400,000 additional revenue.

**Standard Operating Procedure, ISSN** A procedure was put in place to standardize the issuing of an ISSN for serial publications. Conference Publications will now automatically apply for an ISSN at the receipt of the publication, if applicable. The ISSN is valid for the life of the publication, with no need to reapply annually.

**IDAMS feed** This new system feeds conference publication data directly to Xplore, eliminating manual entry and possible errors, allows faster, more accurate processing, with no rekeying required.

**Timeliness** Tracking and reporting of timeliness metrics has been operationalized to help expedite conference proceedings content into Xplore. In 2008, 35% of conference proceedings were in Xplore within 30 days of the conference end date, an increase from 23% in 2006. The number of conferences that were added to Xplore greater than 60 days after the conference end date decreased to 45% in 2008 from 59% in 2006. The average number of days from conference end date to conferences received diminished significantly from 92 in the year 2006 to 23 for 2008 year to date.

**Publications Revenue Distribution** Determining the current revenue distribution to be out of date and not in step with current business needs, volunteers with the support of Conference Publications staff devised a new methodology for revenue distribution, factoring in usage by year, appropriate ownership of content and number of articles per

proceeding. This new algorithm has been approved by TAB and will take effect for the 2010 budget cycle.

**Technology** Established high level view for new technology to support Conference Business, began requirements gathering, staffing, resources inventory, etc.

**Audit Success** During the annual audit, Ernest & Young recognized the significant improvements in IEEE's Conference Finance Management's internal controls. As a result, there were no significant findings for the 2007 audit of conference financials, a first for the conference line of operation.

**No Shows** The Conference Committee is considering no shows. An ad hoc committee met in June and brought recommendations to TAB. The initial recommendations were not approved. The committee is formulating a new recommendation and will present to Conference Committee in November.