

Message from the Region 3 Director ...



George F. McClure Region 3 Director 2006-2007

## **Director's Message**

A question often heard is, "What is IEEE doing for the member?" It's a good question, and answering it usually brings the response, "I didn't know all of that." A corollary question is, "How can I help IEEE be more meaningful?" I'll take this opportunity to review some of the answers to those questions.

#### Members volunteering – making a difference

Volunteerism is the core of our slogan that "IEEE is the Member and the Member is IEEE". More than any other professional engineering organization, IEEE is led by its volunteers. The path followed by many starts with a section or chapter office, followed by area/council positions and Region activities. We are always on the lookout for new volunteers. Past surveys show that most members start volunteering because they were

asked by a colleague. For the many sections that have unfilled positions on their Excom, giving some thought to asking colleagues to fill a position could pay dividends. Starting with a small request oftentimes gives satisfaction to the new volunteer so that s/he will respond to another call to fill a different need later. If you have been through the chairs at section and area/council level, your experience and insight will be useful at the Region 3 level. Let a member of the Region 3 Excom know that you would be open to another assignment.

## **Officer updating**

As we approach our Fall Region Meeting in Birmingham (October 26-28), Sections will want to be sure that they have representation there. Travel for one delegate per section will be funded by Region 3. Sections are welcome to send additional members, at sections' expense. See the recent announcement. Hotel reservations and meeting attendance plans should be made by October 3. [Now extended to October 8.] http://ewh.ieee.org/reg/3/excom/meetings/2007-0910/ The location, The Wynfrey Hotel, at Riverchase Galleria, affords excellent shopping that companions will enjoy. A free airport shuttle van is available, with 24-

(Continued on page2)

Inside this issue of Region 3 Newsletter			
Page 4	Director Elect Report	Page 9	Scenes from 2007 IEEE-USA Leadership Workshop
Page 5	Nominations for 2008 Region 3 ExCom	Page 11	IEEE-USA Leadership Workshop (R3 Awardees)
Page 6	Newsletter Article About Newsletter Articles	Page 12-13	Region 3 Executive Committee for 2007
Page 7	News from around the Region	Page 13	Upcoming Region 3 Meetings and Conferences

## Message from the Region 3 Director ... (continued)

hour advance reservation. It runs on an hourly schedule in the morning, half-hourly for afternoons and evenings.

All Region 3 sections reported their new officers at the beginning of the year, but many have had changes since then. Those changes should be reported by the secretary using the form at <a href="http://ewh.ieee.org/forms/scs/interactofficer.php">http://ewh.ieee.org/forms/scs/interactofficer.php</a> to ensure that the IEEE roster has the latest information for reaching your officers. Questions can be emailed to <a href="mailto:georoster@ieee.org">georoster@ieee.org</a>. To check on the listings for your unit, go to <a href="mailto:www.ieee.org/roster">www.ieee.org/roster</a> and use your web account to gain access.

### Officer and member training

Training opportunities for section/chapter members include Region 3 Leadership Development (download brochure at <u>http://ewh.ieee.org/r3/leadership/R3LDFlier.pdf</u>) and Professional Development Seminars through IEEE-USA (an ideal PACE project), formerly Member-Professional Activity Conferences. <u>http://www.ieeeusa.org/volunteers/pace/mpac.asp</u> Technical training is offered through tutorials by societies and Expert-Now, a catalog of more than 70 offerings. http://www.ieee.org/web/education/Expert Now IEEE/modules.html

But soft-skill training is needed as well, especially with the elimination in many corporations of the middle management layers that formerly provided most of the mentoring to engineers. Region 3 pioneered with Leadership by Developing Others (LDO), and IEEE followed with its own mentoring program, matching volunteers with members seeking mentoring. <u>http://www.ieee.org/web/membership/mentoring/index.html</u> Other products and services offered by Region 3 are found at http://www.ewh.ieee.org/reg/3/eac/

The Region 3 web site is another valuable resource. <u>http://www.ewh.ieee.org/reg/3/</u> Webmaster Eric Ackerman makes timely updates – a model for section and council websites that are sometimes out of date.

### IEEE TV

IEEE Internet Television has just been announced, with some 30 programs available for viewing now. See <a href="http://www.ieee.org/portal/cms\_docs\_iportals/iportals/membership/IEEEtv/IEEE.tv\_Launch\_press\_release.pdf">http://www.ieee.org/portal/cms\_docs\_iportals/iportals/membership/IEEEtv/IEEE.tv\_Launch\_press\_release.pdf</a>

### **Region 3 Forum**

As an active volunteer, you have another tool available to you, in the Region 3 Forum, an online community. For access, use your web account at <u>www.ieeecommunities.org/region3</u>. Currently, there are 73 members of this forum, but we have many more officers and volunteers in Region 3 than that, so, for many, this is an undiscovered resource.

A summary overview of regional activities, with helpful links, is found at <u>http://www.ieee.org/web/geo\_activities/home/index.html</u>

(Continued on page3)

Annual subscription of the Region 3 Newsletter is included in the IEEE membership dues. The opinions expressed, as well as the technical accuracy of authors, advertisers, or speakers published in this newsletter are those of the individual authors, advertisers, and speakers. Therefore, no endorsement by the IEEE, its officers, or its members is made or implied.

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### Message from the Region 3 Director ...(continued)

#### **Best Practices as a resource**

A compilation of Best Practices can aid chapter/section officers as well as those further along in higher offices. We need to collect the experiences of volunteers on what works for planning meetings, field trips, local tutorials, job fairs, pre-college interaction and other events. What went well? What attracted the members? What could be improved for next time? One area where best practices can be very helpful is in planning PACE projects, such as S-PACs and Member Professional Development Seminars. I hope you will share your experiences with us between now and the Birmingham meeting, where the topic will be discussed further. The small amount of time required to document a project can pay big dividends to your fellow volunteers who may want to use your experience as a recipe for a similar project in their section.

#### **Awards and Recognition**

Recognition of our volunteer leaders is one way of rewarding them for a job well done. At the IEEE-USA Awards and Recognition Program held in Scottsdale earlier this month, we had several Region 3 awardees. Carl Hussey received a Regional Professional Leadership Award for promoting PACE activities in Region 3. Grayson Randall received the IEEE-USA Citation of Honor for inspiring pre-college and college engineering students in the area of robotics. Key staff from a Central Florida television station, WESH 2 News, received an award for distinguished contributions furthering public understanding of the profession, from accurate reporting in the Return to Flight series, chronicling the contribution of engineers to the space program.

In all these cases, as with section and Region 3 awards, an IEEE volunteer started the ball rolling by nominating potential recipients. Our Awards and Recognition chair, Mary Ellen Randall, has done an outstanding job in processing nominations, but we all need to support her by pointing out meritorious award candidates. Further information and nomination forms are found at <u>http://www.ewh.ieee.org/reg/3/awards/</u>

#### Sections Congress 2008

Region funding allocations will be increased in 2008 – for the first time since 2003. For Region 3, this will amount to an additional 18 percent. Funding for Sections Congress 2008 will be increased by \$100,000 overall - \$3,315 for Region 3. Sections should be making plans in their 2008 budgets to fund their contribution to SC08 and to identify their delegates who will travel to Quebec City to participate. <u>www.ieee.org/sc2008</u> Remember that a valid passport will be required to travel to Canada.

#### **Organizational Advances**

In January 2008, the name of Regional Activities will change to Member and Geographic Activities, as the focus for member activities becomes totally centered within our organization. Director-elect Bill Ratcliff has been very active in the group planning the organizational transition, and will be giving us an overview of it in the Birmingham fall meeting.

The cutover to the new Business Management System has been accomplished for membership renewals in the present cycle, and further enhancements will be forthcoming. The SAMIEEE membership database will change, with some new features. There is a continuing series of Live Meeting presentations about the SAMIEEE changes, and I hope all volunteers will take advantage of them to learn the new capabilities.

Finally, a reminder to vote before the end of October, to be sure your voice is included in selecting IEEE leadership. Given that fewer than ten percent of our members usually vote, you have good leverage for your selections. You CAN make a difference!

George McClure g.mcclure@ieee.org

# Region 3 Director - Elect report

The summer is over and everyone is back to work and so is the Region 3 ExCom. Many volunteers may not have realized that the summer has come and gone since their work continued but hopefully most managed to take some time off and relax. I trust each of you did have a chance to recharge and renew.

The upcoming Region 3 Meeting in Birmingham offers another opportunity for meeting face to face and I believe that the plans being finalized now will optimize the time we spend together... to share perspectives, to learn from each other's experiences, to plan for 2008 and beyond, and to commit to action when we return to our home bases.

I spent most of the summer working as a member of the team devoted to the transformation of RAB. You'll be hearing about the transformation at the October Meeting, how it impacts the direction of Region 3 and the organizations at the local level.

A new path has been charted that will focus attention on "engaging the member throughout their individual life cycle". Remember your button "The member is IEEE and IEEE is the member"... the transformation is bringing that to life.

I am looking forward to seeing you in Birmingham Oct 27&28 to explore the next steps of the journey... Together!

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William Ratcliff Region 3 Director- Elect 2006-07 w.ratcliff@ieee.org

## Nominations for 2008 Region 3 ExCom

The Region 3 Nominations and Appointments Committee hereby solicits volunteers to serve on the 2008 Region 3 Executive Committee (R3 ExCom) from members of the Region 3 ExCom and the Region 3 Committee. The 2007 R3 ExCom positons and 2007 volunteers are listed at http://www.ewh.ieee.org/reg/3/comp.html.

Your may nominate yourself, or another individual if you know he or she is willing to serve. If you currently serve on the R3 ExCom, please indicate your willingness to continue, or your interest in serving in another position. Please submit your nominations/recommendations by 31 August 2007.

Submit the name, IEEE member grade and number, contact information and a brief statement of the candidate's qualifications to:

Bill Harrison Region 3 Nominations and Appointments Committee Chair 409 Oakland Street Decatur, GA 30030 E-mail: w.Harrison@ieee.org Telephone: 404-378-5553

The N & A Committee will consider all nominations and recommendations, complete volunteer screening for committee & special assignments, and report its recommended nominees to the incoming Delegate/Director prior to the Fall

2007 ExCom meeting.

## Newsletter Article About Newsletter Articles

Did you notice that our regular newsletter is no longer sent to the entire region? The communications committee has been working to find the right balance between reaching out to the member and supporting our organizational units. We currently limit distribution to the Region 3 committee, which included section chairs, and selected section volunteers, such as communications chairs, newsletter editors, and webmasters. Additional chairs are added based on the content submitted for publication.

At our last Region 3 meeting in Richmond, you demanded we let the sections communicate with their members. Among other things, you were concerned with the deluge of information from IEEE raining on your members. Communications is a two way street and this was our turn to listen.

We found the content submitted focused on volunteers and in some cases only section chairs. So this seemed like an appropriate approach. So we have passed the buck to you. As my Brigade commander used to say, "No guts, no glory." We have provided a mix of material; some is narrowly focused on specific volunteers and some is important for all your members to hear. You are in the best position to know which tidbit falls into which bucket. Please read our newsletter with this in mind and pass the appropriate tidbits to your membership.

Our hardcopy newsletter costs about \$12,000 a year to mail to all 30,000 members. Is this the best use of our scarce funds? We need you to decide. Members out of reach of our e-notice system are becoming nearly extinct. We obviously need to use the postal service to reach those members who have opted out of e-notice. But what about the others, members with electronic mail who have chosen to receive electronic notices? Announcements for our regional conferences, SouthCon and SoutheastCon, need to reach all members and have been a primary driver for mailings in the past. Last year's SoutheastCon sold out on electronic notices alone. The additional registrations received after delivery of the hardcopy version did not come near netting \$12,000.

So what do you think we should do with that \$12,000? It's your budget. You decide. Lets resolve it in Birmingham.

Bill Clayton Communications Chair 2007 w.clayton@ieee.org

## News from around the Region

In case you missed it Region 3 held an EXCOM on-line September 24, 2007. As with all regional meetings participants are encouraged to submit reports. Many of the reports contain information that it is worth reiterating here in order to make sure that the section and chapter chairs are aware. *William LaBelle (editor)* 

### Area 8 Report

The Lexington Section has been very active with factory tours and outreach activities in addition to section meetings. Outreach activities included a picnic for University of Kentucky Electrical Engineering students and a robot competition at Bluegrass Community and Technical College. Technical meetings included a presentation on hazardous materials used in electronics.

A joint meeting between the Lexington and Louisville Sections is planned for December.

The Louisville Section recently held a special meeting to develop ideas for activities for the coming year.

Members present at Evansville-Owensboro's most recent meeting saw a demonstration and technical presentation on the University of Evansville's prize-winning autonomous lawnmower.

Respectfully submitted by John Parr, Area 8 Chair

#### Area 9 - Jamaica

#### Introduction

The year 2007 is progressing smoothly thus far, with the main focus being the 30th Anniversary Award Ceremony scheduled for November 24, 2007.

All the required Jamaica Section and Society Chapter reports were submitted by the deadline, which resulted in the Jamaica Section receiving the annual rebate plus the 10% bonus.

#### Jamaica Section Activities - 2007

To date the Jamaica Section have hosted Four (4) Technical Meeting:-

- 1. Information Security
- 2. Ethanol Renewable Energy for the Caribbean
- 3. Tour of the television studios of Radio Jamaica Redifusion Ltd (Television Jamaica)
- 4. Automated-Drop-Out Switch for Distribution of High Voltage

#### Website - IEEE Jamaica Section

Webmaster Milverton Moore continues to keep the website current and provides valuable information for the Jamaica Section and Region 3. The IEEE Jamaica Section Website serves as our newsletter and the URL is as follows: http://www.ewh.ieee.org/r3/jamaica.

#### Jamaica Section 30th Anniversary

Plans for the November 24, 2007, 30th Anniversary Awards Ceremony at the Knutsford Court Hotel, Kingston, Jamaica is now far advanced. The Guest and Keynote speakers have been confirmed and the distribution of tickets is scheduled to commence shortly.

Devon Gayle Chairman, IEEE Region 3, Area 9

### **Educational Activities Committee**

The Educational Activities Committee is currently soliciting nominations for the 2007 IEEE Region 3 Employer Professional Development Award. The deadline for nominations is December 1, 2007. The purpose of this award is to recognize organizations in Region 3 which employ IEEE members for outstanding contributions by the organization to employee continuing education and professional development as evidenced by their quality, comprehensiveness, innovation, or impact. Please see the following link for more information on the award.

#### http://ewh.ieee.org/reg/3/eac/awards.htm

IEEE Spectrum Online is offering a new series of webinars for engineers or technology professionals who need to know what's happening in today's hottest technology fields. In these webinars, leading industry experts explore important technology developments and trends. A live Q&A following each webinar gives the participant the opportunity to ask the industry expert questions on specific issues.

Upcoming FREE webinars in the series include:

Biomed Looks for High-Tech Solutions (10/2/07) Data Collection in Today's Healthcare Environment (10/25/07) Portable Designs with High-Power Batteries and Chargers (11/7/07)

You can find more information and register for a webinar at the following link. <u>http://www.spectrum.ieee.org/webcasts</u>

J. Patrick Donohoe, Ph.D, P.E. j.donohoe@ieee.org

#### IEEE R3 ExCom - SPC Report for 9/24/2007 Meeting

REGION 3 OPERATIONS MANUAL (rev 8-23-07) The latest and final 2007 revision of the R3 Operations Manual is available on the R3 SPC web site at URL:http://www.ewh.ieee.org/reg/3/spc/OpsMan\_rev\_8-23-07.doc

On 17 September 2007, notification was sent to the R3 ExCom and R3 Committee:

(1). The R3 ExCom will be requested to endorse this revision at their 24 September 2007 meeting and (2). The R3 Committee will be requested to approve this revision at their 29 October 2007 meeting in Birmingham.

Subject to the endorsement and approval, this revision will replace the existing manual on the R3 web site.

#### **REGION 3 STRATEGIC PLAN**

The Region 3 Strategic Plan has been updated, approved and is available on the R3 Web Site at: http://www.ewh.ieee.org/reg/3/sp2007-master.pdf

#### **REGION 3 BYLAWS**

The Region 3 Bylaws have been updated for 2007, endorsed by R3 ExCom, approved by the R3 Committee, approved by RAB and are available on the R3 web site at URL: http://www.ewh.ieee.org/reg/3/Region3Bylaws.htm

#### SPC GOALS AND OBJECTIVES

With the endorsement and approval of the R3 Operations Manual (rev 8-23-07) all of the SPC Goals and Objectives (see:

http://www.ewh.ieee.org/reg/3/spc/g-o07.txt ) will have been completed except for holding a SPC e-conference. We encourage all SPC members to attend the R3 ExCom e-conference meetings rather than holding a separate e-conference.

Respectfully submitted, Richard L. Riddle, R3 SPC Chair <u>r.riddle@ieee.org</u> Chair, R3 Flat World Initiative <u>r.duggan@ieee.org</u>

#### **Membership Development**

The Region 3 Membership Development effort continues to improve with more Sections dedicating resources to promote growth at the local level. At the national level, Region 3 is contributing to improvements in membership materials, communications and planning for 2008.

The IEEE is growing but mostly in regions outside of the US. Region 3 is growly slightly but needs to increase the rate if we are to provide ongoing benefits to our members.

I would like to announce the Fall Membership Development Campaign. More information is coming shortly but the campaign will focus on,

- Improving contact between Sections and Student Branches.
- Distribution of the new IEEE 2008 MD materials. ( A box has already been shipped to every identified R3 MD Chair. If you do not have a MD Chair, let me know and I will ship a box to the Section Chair ).
- Migration of our MD database access to the new system.
- Ongoing training and support to any Region 3 resource that wants to help with Membership Development.
- Monthly web casts to promote Membership Development and answer questions.

- Increasing R3 participation in the Membership Development Virtual Community.
- Preparing for and executing renewals and arrears support.
- A Membership Development desk at every Region 3 conference.

Please let me know that you want to help with Membership Development. I'm standing by to provide materials, training and motivation.

Thanks, Lee Stogner Region 3 Membership Development Chair <u>l.stogner@ieee.org</u>

#### Past Director Report & N & A Committee Report

The Region 3 N & A Committee has solicited and has received nominations and agreements to serve on 2008 Region 3 standing committees and ad hoc assignments.

The N & A Committee is working with Director-Elect Ratcliff to announce assignments at the October Region 3 Meeting in Birmingham.

The Region nominated Eric Ackerman, Don Hill and Lee Stogner as candidates for Region 3 Delegate-Elect/Director-Elect, 2008-2009.

Final 2008 ExCom appointments will depend on results of the 1 November 2007 IEEE Annual Election. Be sure to cast your ballot.

## **Flat World Initiative**

- 1. The latest update of the Flat World initiative webpage is at http://www.ewh.ieee.org/reg/3/spc/flatworld.htm
- 2. Butch Shadwell has agreed to assist in conducting this initiative.
  - Two efforts have been proposed:
    - Formalize a paradigm on how to prepare engineers for the future.
  - Prepare a position paper for IEEE. Describe the global economy as we see it.
- 3. Butch has set up a group address for interested Flat World participants: r3flatworld@ieee.org
- 4. An e-conference was held 25 May to discuss various Flat World references, observations, and concerns.

5. We hope for breakout time in Birmingham 10/27 to facilitate further face-to-face discussions with other participants re the goals of this initiative.

6. References to pertinent articles in the press are still being added to the Flat World webpage.

7. Our world is steadily flattening in Region 3. As imports from China continue, a new Chinese electronics plant will be built south of Atlanta.

8. Your feedback, suggestions, and support are solicited and appreciated.

Respectfully submitted, Robert S. (Bob) Duggan, Jr.

# Scenes from 2007 IEEE USA Leadership Workshop









#### **Meeting Agenda**

- Introductions
  - Status of the Annual Meeting for 2008 and beyond
  - Draft R3 recommendations to IEEE-USA Board
  - Decide the types of R3 Prof Act for the coming year
  - Establish a communications framework to publicize best practices and lessons learned (database).
  - Agree on a regular R3 Professional Activities Committee meeting schedule.
  - · Welcome visitors and staff members who join the meeting



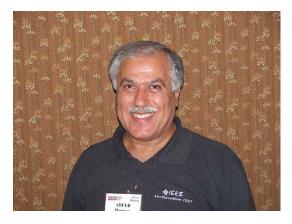


Region 3 Newsletter October 2007



Scenes from the 2007 IEEE USA Leadership Workshop (cont.)













## IEEE-USA Leadership Workshop (R3 Awardees)



Grayson Randall (right) with Region 3 Director George McClure



Reza Adhami, PhD received the IEEE-USA Professional Achievement Award for leadership in building collaborative relationships between industries and academia.

Grayson Randall received the IEEE-USA Citation of Honor for leadership that inspired pre-college and college engineering students in the area of robotics. Grayson is pictured here with Region 3 Director George McClure.



Carl Hussey, PE

Carl Hussey, PE received the IEEE-USA Regional Professional Leadership Award for promoting PACE activities in Region 3.

Reza Adhami, Ph.D

Dan Billow, WESH 2 News, received the IEEE-USA Award for Distinguished Literary Contributions Furthering Public Understanding of the Profession. Other members of Dan's team also recognized were Travis Sherwin, Tom Schaad and Claire Metz. Dan is pictured here with Mary Ellen Randall, Region 3 Awards & Recognition Chair.

The WESH2 News team was recognized for accurate reporting in the *Return to Flight* series, which improved community awareness and understanding of the contributions of engineers in the space program.



Bill Billow (right) with Mary Ellen Randall

# IEEE Region 3 Executive Committee – 2007

Director \* George F. McClure

Treasurer \* Charles E. Hickman, Ph.D., P.E.

Area 1 Virginia Council \* William Clayton

Area 4 Florida Council \* Joey Duvall

Area 7 South Carolina Council \* **Brent Baker** 

**Standing Committees** Awards & Recognition \* Mary Ellen Randall

Conference \* Donald W. Hill

Leadership Development and Regional Support \* Charles J. Lord, P.E.

Professional Activities \* Adeeb Hamzey

**Communications Subcommittees** 

Electronic Comm. Systems Coordinator David G. Green

Webmaster Eric S. Ackerman. Ph.D.

#### Conferences

Southcon Representative (senior) James H. Beal

SoutheastCon2007 Adeeb Hamzey, Sean Haynes

Leadership Development and Regional Support Archive Management Charles Lord

**Membership Development** Life Members Regional Coordinator David McLaren

Women in Engineering Mary Ellen Randall

**Professional Activities Subcommittees** SPAC Chair James M. Howard

Region 3 Newsletter October 2007

Director Elect \* William (Bill) Ratcliff

Past Director \* William (Bill) Harrison

Area 2 North Carolina Council \* Charles Lord

Area 5 Tennessee Council \* David L Bower

Area 8 Kentucky & Indiana \* John Parr

Audit \* Eric Ackerman, Ph. D.

Educational Activities \* J. Patrick Donohoe, Ph.D., P.E.

Membership Development \* Lee Stogner

Strategic Planning \* Richard (Dick) Riddle

Newsletter Editor William LaBelle

Southcon Representative (junior) James M. Howard

SoutheastCon2008 Keith Jadus

Help Desk

**GOLD** Representative Joey A. Duvall

**IEEE USA Career & Employment** Assistance Charles Hussey

Secretary \* David G. Green

Area 3 Georgia \* Chris Hardy

Area 6 Alabama/Mississippi \* Keith Jadus

Area 9 Jamaica \* Devon Gayle

Communications \* Bill Clayton

Finance Committee \* Charles E. Hickman, Ph.D., P.E.

Nominations & Appointments \* **Bill Harrison** 

Student Activities \* Eric Ackerman, Ph. D.

**Public Information** David L. Bower

SoutheastCon2006 Alan Long

SoutheastCon2009 TBD

Section/ Rejuvenation William (Bill) Ratcliff

**Industry Relations** Alan Thomas

**IEEE USA Government Activities** Lee Stogner

# IEEE Region 3 Executive Committee – 2007 (continued)

Strategic Planning History Vernon Powers

Special Projects TBD

Special Review Roy Harris

Student Activities Student Representative \* Matt Erikson

<u>Region 3 Initiative</u> – William Ratcliff HELP DESK Bill Marshall

KNOWLEDGE CAPTURE Charles J. Lord, P.E.

TISP J. Patrick Donohoe, Ph.D., P.E. MEMBERSHIP Lee Stogner

FLAT WORLD

**Bob** Duggan

VOLUNTEERS George McClure/William Ratcliff Mary Ellen Randall

LDO Charles Lord

AWARDS

NEW INCOME Charles Hickman

To contact any of the above members, please go to this website

http://www.ewh.ieee.org/reg/3/comp.html

\* Denotes voting member of Region 3 Executive Committee

# Upcoming Region 3 meetings and conferences

The below list of for Region 3 meetings are fast approaching. Mark your calendars!!

Region 3 Meeting http://ewh.ieee.org/reg/3/excom/meetings/2007-10/ 26-28 October 2007, Birmingham, AL, Wynfrey Hotel (ExCom 17 October 2007, 9pm Eastern on IRC; reports due 15 October 2007)

David G. Green IEEE Region 3 Secretary (98-07) UAB Electrical and Computer Engineering Birmingham, AL USA 35294-4461 d.green@ieee.org dgreen@uab.edu phone: +1 205 934 8440 fax: +1 205 975 3337

Future SEC will be held in:

SEC08 - Huntsville; SEC09 – Atlanta; SEC10 – NC (tentative); SEC11: open SEC12: open

Sections considering holding a SEC: Orlando, Birmingham, Jacksonville

You are invited to submit a bid for a future SEC. For more information contact Don Hill (d.w.hill@ieee.org).

13