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April 16, 1962

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Cleveland 15, Ohio

BROWNLEE

Dear Warren:

This may run on to several pages without reaching too much of a conclusion. In fact, I am not at all sure that I will ever mail it. If I do, it will be in the nature of a suggested first draft of a reply to Bill Brownlee's letter of April 16 to the editor of ELECTRICAL WORLD. What I shall do is just run on with all of the thoughts that occur to me as I read Brownlee's letter for the third or fourth time.

The only reference that I do not have available is No. 1. I remember the story, and it is a good one. Unless something really pertinent and telling comes to mind after I have had a chance to get a copy and reread the story, we might do just as well to let it lie. However, for the sake of completeness and to remind me of my present intention to look it up, I will include it in the following review.

The King's Coat

B.: "I would remind those who may marvel at my willingness to take this negative and seemingly unpopular position that an unindoctrinated boy was the only one at the royal parade who was willing to say aloud that he saw no gold robe on the king".



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Ref.: "The Emperor's New Cloths", <sup>Hans</sup> Hence Christian Anderson.

Comment: As Mr. Brownlee himself says in a subsequent paragraph, he could not claim to be wholly ~~unindoctrinated~~ <sup>uninformed</sup> since he was on the Board of Directors at San Francisco when resolutions, declaring the intention to work toward a merger, were voted. He may have been "unindoctrinated", but he was not uninformed. It might also be observed that the little boy in the story spoke up promptly when he made the startling observation. (This, of course, Mr. Brownlee can claim to have done at the AIEE Forum on January 31 where the current edition of the Principles was first presented).

Technical Committees vs. Technical Groups

B.: "National Technical Committees as we know them will be abandoned. In their place will be Technical Groups".

Ref.: 2) Principles, VI(f) "The Policy of IEEE shall be that wherever possible, Professional Technical Groups shall replace the Technical Committees in all functions except standardization."

Ref.: 3) Principles VI(a)(b) Description of Professional Technical Groups and their organization into Divisions.

Comment: Board of Directors meeting on October 16, 1959. The Board of Directors approved in principle the formation of "National Technical Groups" in the field of any technical committee. The recommendation of the National Task Force was to the effect that, "The Technical Committee in the corresponding area would act as the Executive Committee of the corresponding 'National Group' responsible for the programs and activities of the group as a whole." It would appear that what is proposed here in the Principles is very much in line with the intentions of the Board of Directors at that



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time. In the opinion of the present TOD, the achievement of this objective would better progress if the Professional Groups, Professional Technical Groups, and Technical Committees were all organized under Divisions. It would seem likely that this sensible approach, which we were given to understand is favored by Dr. Weber, were to prevail. In that instance, the Executive Committee of the Professional Group would assume most of the powers and responsibilities of the present AIEE Technical Committee including the initiation and influencing of the making of Standards. In this, we seem to have the support and agreement of the present Chairman of the AIEE Standards Committee as expressed at the IRE Symposium. It must be remembered that not all Technical Committees by any means discharge the responsibilities nor live up to the opportunity <sup>is assigned to</sup> given them under the AIEE organization.

#### Publications

B.: "National Transactions (and Proceedings) will be destroyed by a hotchpot of local or narrow-field publications, so scattered as to be even less authoritative than our present 'District Papers'".

Ref.: 4) Principles XIVd.

Ref.: 5) Principles XVc.

Comment: This is a frightening prospect. This array of independent publication could be a librarian's nightmare and render the prominent record of questionable value. A great deal of thought will have to be put on the organization of the overall scheme of publication without a doubt. The Principles must quickly be augmented by a strong stand under XIVc. It would now seem to have been perhaps premature to have been so specific in Principle XIVd, but to have left it as stated in XIVc. It was, perhaps, a mistake to permit so much of the specific IRE procedures to be written into these Principles with only the informal and verbal promise in many cases to review and reconsider. This tossed the whole problem into the laps of the



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first Board of Directors with a considerable bias arising out of a document adopted by the vote of the membership. It emphasizes again the importance of the selection of this first Board of Directors (later, I may have a comment on the subject of the growth of voting membership in one of the organizations in relation to the growth of total members).

Perhaps this is a good time to give serious consideration to the actual values of the AIEE Technical Committee procedures. It has been, in my mind, a question as to whether under present condition the continuation of a ritual, originated many years ago, whereby an authority wrote a paper and probably invited review and criticism of his manuscript by a few intimates who were at the same time invited to comment upon it at the meeting; then read the paper before the meeting at which it was discussed and published, including discussion, in the "Minutes" of the meeting, is really serving the present needs. If one will take the trouble to read the discussion at these meetings as published in the Transactions of AIEE, one will find a decreasing amount of significant material therein. Mostly one finds that the discussions are devoted to complimenting the author and claiming or strongly inferring that what he has done, while interesting, was done by somebody else in a competing organization some time ago. It does seem worthy of thoughtful consideration as to whether the general publication of significant papers should await their reading in abstract before a very small group assembled at a General or District meeting or Special Technical Conference before being made available to the membership as a whole. In other words, tying our principal publications to the scheduling of these meetings is something that ought to be considered again. Some of our Technical Committees unquestionably use their quota of pages in the Transactions to less good advantage than do others. the determination of what goes into the Transactions on the basis of what can be assembled in the way of papers for a meeting



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scheduled a year or more in advance may not be the best way to do it.

Meetings might well be for the purpose of discussing papers already published and which everyone interested has had a chance to read. The meeting then is for the purpose of questioning the author and stating other viewpoints.

Today, it seems unlikely that any very significant contributions will come out in the discussion. If anyone has anything worthwhile to contribute, he is much more likely to write his own paper. AIEE needs an overall editorial board of some kind to allocate the space and its publication other than on the basis of history which tends to reserve and provide quotas for subjects that have brought out nothing new for a long period. However, the Technical Committee retains a vested interest in a certain number of pages and feels an obligation to fill them. Perhaps it will be possible unto the IEEE to arrange Divisional publications which, operating on their individual budgets, will expand or decrease or disappear as the demand for them varies. It may be that in such a Divisional arrangement there will remain a place for an autonomously governed group to proceed with the preprint, presentation, discussion, publication sequence. If so, it can justify itself on the basis of the support it receives from the membership.

Interim Recognition For Technical Committees And Transactions

B.: "This is a slender straw on which to base hope for ultimate reinstatement of these important foundations."

Ref.: 6) See above.

Ref.: 7) Principles VI f "... This entire structure taken over from both present societies shall fall under the cognizance of a standing committee of IEEE to be known as a Technical Operating Committee ....".



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Comment: Mr. Brownlee is skeptical of the ability of those who believe as he does to get an adequate hearing for their point of view and an opportunity to develop their preferred type of operation under the IREE. He sights then a number of instances in which the IRE procedures have prevailed in the plans so far announced. He asks the question as to whether it is honorable to vote favorably and later oppose these provisions.

AIEE vs. IRE

B.: "In spite of the fact that recent negotiations have been conducted by some of our most able and loyal members, the results to-date are:

1) The IRE Constitution has been preserved .... The merger agreement requires that AIEE ~~is~~ not IRE - amend its Constitution.

Ref.: 8) Agreement Section 5 "This agreement shall be terminated unless prior to the merger AIEE shall have duly amended its Constitution so as to conform in substance to the form of Constitution attached hereto as Exhibit A.

Comment: The fact that we have here the IRE Constitution in substance and in words cannot be denied. My own efforts to revise at least the words must have been entirely unacceptable because, apparently out of kindness, they were universally ignored. However, so far as the agreement is concerned, Mr. Brownlee probably doesn't realize that, legally at least, the IRE Constitution ceases to exist and, therefore, the AIEE Constitution, since it is the continuing one, must be amended. In any event, a good case can be made for the much briefer Constitution of IRE which is more in keeping with the necessity for the management of the organization to in the hands of the Board of Directors must be the right one since the substance needs to be that way, perhaps the words might as well be such as to acknowledge it.



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B.: "Technical Committees are scheduled for distinction, but Professional Groups are retained."

Ref.: 9) (See above).

Comment: If the Technical Committees will follow the program laid out for them by AIEE itself in connection with its Technical Groups, they will extend their influence and authority greatly. They should become the governing bodies of the Professional Groups. The same thing could have been accomplished in AIEE if the Technical Committees had been willing to open up and extend their membership and take all interested members ~~of~~ AIEE into their confidence and provide more universal participation in their work and decisions. There may be just the basis for the criticism that they will rather selfcontain small self-perpetuating groups sharing among the representatives of a few companies the privilege of determining the programs and publications of AIEE in their field.

B.: "IRE methods of operation including geographic Divisions, international operation, administrative year, meetings and exhibits, etc. have been retained in AIEE methods terminated."

Comment: Well, I guess there isn't much of an answer to this one. It may still be remembered that the original October Resolutions differed in one word which was ~~called~~ to the attention of IRE but was never corrected.

B.: "The self-perpetuating Board of IRE, which is in fact the nominating committee, is retained in contrast to the AIEE system in which the Board and those who come up from the Technical Committees have equal representation. Signatures required for independent nominations are raised from 25 to 400.



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Ref.: 11) IEEE Board of Directors.

Ref.: 12) Petitions for amendments and nominations.

Comment: This and foregoing criticisms no doubt will <sup>cost</sup> ~~cost~~ quite a few votes in the upcoming election. However, again, in an organization of the size that this one is going to be and connected with the whole electrical-electronic communication-space industry certainly should be able to command a Board of Directors of sufficient quality and position to take their jobs very seriously as a responsibility and not to see in them any great personal glory or advantage. The Board of Directors should be composed of men who have made their reputations in the technology or management of this vast industry and who accept membership on this Board of Directors as a duty rather than an honor. Such men seldom seek to perpetuate themselves in such positions, but they are usually very conscious of their obligation to provide successors of equal dedication and competence. The problem will be to instill in the Group and Section and committee leadership a sense of importance of their work and its significance in the overall picture. If anything, IRE appears to get a good deal more work out of its leaders in position than does AIEE. It may be that on the whole they are a younger group and more vigorous for that reason. It is also, I think, obvious that there are a good many visionary and impractical people among that group who will need the deterrent of a large petition to control their impulses to "take over".

B.: "Publication of IRE PROCEEDINGS (technical papers) has been retained, but the national AIEE TRANSACTIONS and PROCEEDINGS are abandoned.

Ref.: 7) Principles XIv.



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Comment: This again is a question that we may hope will be settled intelligently by a thorough review of the publications program and preferably the Institution of a whole new publications program specifically geared to the needs of the new organization and without relation to past procedures. The first Board of Directors and the committee they choose to work out these publications must realistically take into account the needs of the membership for publications. This question as to the actual value of PROCEEDINGS must be solved. We have the evaluation of the advertisers and the testimony of the more technically minded PhD's in IRE. Whether this really represents the wishes and the needs of the membership in general we are not too sure. What happens to the advertising if the editorial content of PROCEEDINGS changes I am not sure. These questions are vital. However, assurances should be given that they are not settled by the words of the "Principles".

B.: "Basic items ... are relegated to the Bylaws which can be changed by the Board at any time."

Ref.: 13), 14), 15), 11), 16) to the Constitution, of course, substantiate this claim.

Comment: Much of this sort of thing is already part of the Bylaws of AIEE and as such is subject to change on a mere majority vote of AIEE Board of Directors. Bylaws of the new organization are to be amended only by two-thirds vote of the Board of Directors. The evolution in AIEE has been in the direction of building up the authority of the Bylaw. We used to have the dues in the Constitution. Membership requirements were at one time almost entirely in the Constitution. It should be remembered that with a two-thirds majority of the Board of Directors required to amend the Bylaws, the eight Regional Directors acting in concert can exercise a considerable influence on the Bylaws although not an absolute block. The terms of Directors are limited by Article 9, Section 4 in so far as those elected by the members are concerned,



but it is true that the terms of office of the Directors elected by the Annual Assembly is specified in the Bylaws. The present IRE Bylaws and the proposed Bylaws for IEEE make these terms one year. The Members-for-Life will get to be more and more of a problem as their numbers increase and they are exempt from dues while enjoying all of the privileges of membership. I believe we have about 3,000 in AIEE at the present time which means that we are not getting about \$60,000 of income but that, if they are getting their share of general services, we are probably spending something like \$120,000 on them. This is on the basis that our dues income is only about half of our total income, all of which is spent presumably in the service of members. The AIEE qualification of 35 years membership makes it quite possible for a man to achieve Member-for-Life at the age of 56 when he may be technically very active and remain so for nine or ten more years. The cut-off point of IRE at 65 years of age is, I believe, a little more realistic. (I have now received my own "gold card" and am, therefore, presumably safe under the principles of Consolidation, Ref. IIb although there may be some question Ref. IIc.

#### Unity Of The Profession

B.: "EJC membership declined by IRE because of refusal to consider activities other than purely technical." Merger agreement prohibits such activities other than technical whereas the present AIEE Constitution does not."

Ref.: 17) ELECTRICAL ENGINEERING, August 1959, page 836. This reference should be to the primary source which was PROCEEDINGS of IRE August 1953, page 1067 where IRE's reasons were fully developed. There might also have been cited Resolution No. 11 of the Board of Directors of AIEE to the effect that "(the Board voted to) recognized the fact that the Institute finds its chief reason for existence in the technical field".



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Ref.: 9) Agreement Section 2, VIb,c. "The continuing corporation shall be operated exclusively for scientific, literary and educational purposes ..... No substantial part of its activities shall be the carrying on of propaganda, otherwise attempting to influence legislation or participating in, or in, any political campaign on behalf of any candidate for public office."

Comment: It may be of some significance that the budget of IEEE as prepared for the approval of the Executive Committee on April 24 includes an item for EJC membership dues. I believe that under present conditions AIEE is just as concerned about avoiding activities which might have <sup>tax</sup> implications as is IRE. After all, "scientific, literary and educational" is still a pretty broad classification. objective. The rest of the restriction calling for no "substantial" part is right out of the law under which we hoped to operate. Labor unions and other organizations conduct very effective political activities under the head of "education". Certainly "literary" gives lots of room in which to maneuver. And when you come right down to it, there is a very widely used term these days "political science". These objections of Mr. Brownlee are not nearly as well founded as some others.

B.: "The agreement prohibits expansion of IEEE in space available in UEC, apparently leaving expansion to be made at the present IRE Headquarters."

Ref.: 10) "... the continuing corporation shall have no obligation to UET..."

Comment: This does not imply a prohibition of expansion in UEC. There is no obligation to do so. Of course, we do not have that letter, we do not know what it is going to say nor whether it will be satisfactory to UET when it is drafted.



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Conclusions

B.: "A genuine merger can be accomplished within two or three years if IRE will be as cooperative as AIEE."

Comment: It hardly seems possible that one merger could be more "genuine" than another. Even within AIEE there is a continuing competition for preferment and a bigger slice of the finances among the several groups. The same thing undoubtedly will go on in IRE. The only thing is that the electronic boys will be in the majority and will start off with a dominant position. Like the white protestant republicans in this country, the power group in AIEE simply will not face the fact that it is now a minority in this profession.

B.: "..... it is in the best interest of most AIEE members that the merger as now proposed be disapproved."

Comment: What "most AIEE members" want will probably be known on June 18 when the votes are counted.

Did you notice that in the lower left hand corner of Ray Mayer's picture panel, released to the Sections with my letter of April 13, there is a picture of Bill holding forth at the Forum to the considerable amusement of Fred Lawton.

Cordially yours,

N. S. Hibshman  
Executive Secretary

NSH:amd