

# THE INSTITUTE OF RADIO ENGINEERS

INCORPORATED

1 EAST 79 STREET  
NEW YORK 21, N.Y.

LEHIGH 5-5100

December 28, 1961

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Mr. Warren H. Chase  
1300 Oakridge Drive  
Cleveland Heights 21, Ohio

Dear Mr. Chase:

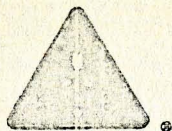
At the request of President L. V. Berkner, we enclose a copy of his memorandum mailed today to IRE Section Chairmen.

Sincerely yours,

*George W. Bailey*

George W. Bailey  
Executive Secretary

cc: Dr. Berkner



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December 28, 1961

Dear Mr. Section Chairman:

This is my last general letter to the Sections concerning IRE affairs, relating principally to progress toward formal consideration of IRE-AIEE consolidation. My term as President will conclude at the year-end, and the affairs of the Institute will then continue in the able hands of Patrick E. Haggerty.

By mid-December, more than 75 of our 112 Sections, and dozens of individual members, had responded to my letter of October 20 on the proposed consolidation. The comments contained in these responses have been invaluable to your Officers and Directors in expressing the attitudes of the membership, and in inviting attention to many aspects of the Institute's affairs that could be improved in the consolidation. Some of these ideas are so useful that they will be considered by the Board for incorporation into our IRE Bylaws during the coming months.

The meeting of the Joint Committee on Consolidation of IRE and AIEE was held in New York on December 13 to study a first draft of a proposed constitution and bylaws for a consolidated society. These discussions were effective and no serious differences of view were encountered. Several points which required further study were defined and referred to appropriate groups or committees for advice. The discussions have proceeded on a note of high professional dedication and in an air of cordiality.

In light of this progress, the four-man executive committee of the Joint Committee (Haggerty, Chase, Pratt, and Teare) was instructed to proceed with proposals for interim measures that would be needed for the transition from the two separate institutes to the consolidated society. They will meet in New York on January 7 to prepare these proposals in light of the reports of the several two-man committees named in my last letter. At this time I would estimate that the time schedule specified in the resolution of our Board could be met.

It seems appropriate that I comment now on several general points raised in some of your letters in light of the discussions so far. I might add that these comments have been reviewed by President Chase of AIEE.

1. Procedure Some members have felt that they could not comment on the proposal until the final constitution and bylaws were available for study. Certainly final commitment by each member will not be asked until specific constitution and bylaws of a consolidated society are placed before

the memberships by the two Boards for final vote. In the meantime, however, your Officers and Directors felt that their intent to enter into serious negotiations, and the frame of reference within which consolidation might be considered during such negotiations, should be made known to the membership without delay so that your attitudes might be taken into account. The general frame of reference for negotiations was spelled out in my letter of October 20, and the procedures in my letter of November 28, 1961.

2. Publications. Two sharp points of view have been expressed.

a) Nothing should be done to dilute the high technical effectiveness of the PROCEEDINGS OF THE IRE in any way since it is the foundation of our professional proficiency.

b) A tutorial journal of broad technical coverage with non-specialized mathematical treatment is needed to keep members in touch with the full range of electrical and electronic developments.

Both points of view are being considered. We hope that one of the great benefits of consolidation will be to make both types of publication available to all members without increase of dues.

3. Professional Groups. Several questions have been raised concerning the future of the Professional Groups. Both Institutes recognize the professional technical group as a major development in professional engineering organization. The professional technical group represents a quasi-independent society of technical specialists organized under its own administrative committee with its own publication (the quarterly TRANSACTIONS produced with the aid of the parent society), its own membership (as a segment of the parent society), its own fees (with added subsidy of the parent society), its own national meetings, and its own local professional technical chapters (organized under the umbrella of the local Section of the parent society). The professional technical group represents the opportunity for specialists to develop their subject under the most favorable conditions and atmosphere, while at the same time maintaining broad contact with the full content of the profession. Thus the parent society offers opportunity for both breadth and depth to the profession. In consolidation, the total number of specialties would be increased, enlarging the number of professional groups, with each group organized around a center of interest and enthusiasm. With enlarged membership of groups, made possible by reduction of duplication between societies, funds available to each group should be substantially increased. Under consolidation, the enlarged Headquarters staff of the consolidated society could render even greater executive-secretarial services to each group. In recognition of the importance of the technical work of the professional technical groups, your Board will consider at the January meeting the appointment of the Chairman of the Professional Groups Committee

as a Vice-President of the Institute, to serve on our Executive Committee. Bylaws to effectuate this proposal have already been circulated.

4. Non-national character. Questions as to the international character of the new society have been raised. The new society, like the IRE, would be non-national in character (not national or polynational). I remind you that AIEE influence has spread substantially in sponsorship of professional activities in Mexico and Canada, and it has substantial membership in Europe. The word "American" will not be used in the title or constitution to define the activities of the consolidated society. Careful attention is being given to sectional and regional (or district) boundaries which in some cases may cross international boundaries to fuse natural geographic professional interests. At least two geographic regions, principally involving areas not in the U. S., are being considered on the basis of strong existing IRE and AIEE membership and professional activity.

5. Conventions. Concern has been expressed about the future of the IRE International Convention and Radio Engineering Show. A special study of convention activity is being undertaken so that the needs of the consolidated society could be met, at the same time avoiding the proliferation that duplication now encourages. Certainly the International Convention and Radio Engineering Show would be retained.

6. Vitality. There has been some fear expressed that the vitality of the IRE might be lost through lack of competition between the two institutes, or through consolidation of IRE with the older society.

Careful attention to this problem shows:

a) The AIEE is a vigorous society, of ever-broadening interests, which has continued to attract young members, and is steadily evolving toward greater strength.

b) The vigor of IRE arises out of its subject matter and organization, and not out of competition. "IRE was at the right place at the right time."

c) The subject materials of IRE and AIEE are migrating onto the same ground. Thus power, switching, transmission, wire communications are employing, to an ever increasing extent, the techniques familiar in IRE, and introducing new techniques useful to the field of IRE.

d) Competition between the societies dissipates our professional resources which could better be used for subject penetration in depth, wastes time in duplicate meetings, confuses efforts toward standardization, divides the same subject between two independent groups and publications,

compounds student uncertainty on graduation as to which group to join, and is creating an ever more unsolvable administrative problem for both societies.

Therefore your Board believes vitality can be gained, not lost, through a suitable consolidation of the two institutes.

7. Size. A few have expressed concern that the very size of the consolidated society might react to submerge the interests of the individual member. Without proper measures in organization, this danger certainly exists. At the outset, one must accept the fact that our profession is growing rapidly. Our IRE membership exceeded 96,000 at year-end, and will quite certainly exceed 100,000 by the 50th Anniversary in May. Thus, size is not a matter of choice since it is a function of the power of our profession in today's society. If IRE is to maintain its leadership, it must respond to the needs of the whole profession. Consequently, it must be organized to serve the individual member in spite of size. Consolidation simply advances the date of reaching a given size for the resultant society, a date that would soon be reached by IRE in any event. IRE has already demonstrated that the problem of size can be met by simple, decentralized organization, through the professional technical groups, and through well planned sectional activity. The rapid development of the local professional group chapters under the auspices of the Sections represents an ever-enlarged opportunity for the individual member in IRE affairs. We would anticipate that in the consolidated society the number of Sections would increase by 30 to 40, and the professional group chapters by perhaps as much as 1,000.

8. Organization. In response to questions on organization, I believe there is full agreement on the basic organizational principles:

- a) A small Board, no more than twenty-five or thirty, with both regional and broad technical interests represented.
- b) Clear separation of policy and administration, with policy residing in the Board and full administrative responsibility residing in a strong Headquarters.
- c) A small Executive Committee of the Board that meets very frequently, with each member an expert on, and in close touch with, some aspect of the administrative work of the Headquarters, representing a continual performance audit of the society. We might recall that individual members of IRE's Executive Committee now audit: Membership (Secretary); Finance (Treasurer); Professional Groups (Vice-President suggested); World Affairs; Sectional Affairs; Student Affairs; Publications (Editor); Standards; etc. I have no doubt that a consolidated society would follow similar procedures.

In developing the subject of consolidation over the past year, my own attitudes have evolved considerably. As one delves into the intricacies

of the problems involved, what seemed earlier merely desirable now seems to me essential. The mechanical problems that earlier seemed insuperable now seem relatively easier to solve.

In your individual responses, you have helped the Officers and Directors modify their perspective and evaluation of the problems of consolidation. Every suggestion has been tabulated, evaluated and discussed in the development of our thinking.

As nearly as I can judge, almost the whole membership represented by the responses (certainly more than 85%) would favor consolidation in a framework represented in my earlier letters. Therefore, I am optimistic that this may be brought about.

May I express to you personally my thanks for your vigorous activity in bringing qualified members into IRE. The rapid rise in membership (1,000 a month) is a measure of your response. It is a recognition that to retain leadership, IRE must represent the whole profession. From the several sectional plans that have been outlined to me, I know that your continuing efforts will be most effective. Equal attention to raising membership grades of properly qualified members, as described in my letter of November 20, will similarly strengthen our professional organization.

I know I speak the feeling of the membership when I express our gratitude to the administrative and editorial staff of our Headquarters under the leadership of George Bailey. To them, IRE is a dedication to an ideal from which incalculable strength derives for our profession. It is a pleasure to leave my chair with the warm friendships among the staff and the membership that my years with IRE have rewarded me.

In turning the reins of the Institute over to Pat Haggerty, I do so with confidence in his deep appreciation of IRE's ideals and objectives, and his intimate knowledge of its mechanisms. May I express to you, and to your officers and members, my own thanks for the high honor and the many courtesies you have rendered to Mrs. Berkner and me, for which we could never give adequate return.

Sincerely yours,



L. V. Berkner  
President

cc: IRE Board of Directors  
IRE Professional Group Chairmen  
IRE Representatives