



## In this Issue

*Protecting Yourself from Offshoring* ....1  
*From the Chapter President* .....1  
*About the STC*.....3  
*Get More from Your Membership*.....4  
*Volunteering with the STC* .....4  
*Dealing with Multitasking*.....5  
*Volunteering with the STC* .....5  
*Spring Cleaning STC Style*.....6  
*Chapter Membership Report*.....7  
*Tip of the Month: FrameMaker*.....7  
*STC 2007 Elections - Meet the Candidates* .....8  
*The Broadside Staff*.....15

## From the Boston Chapter President

by Mike Ball  
STC-Boston Chapter President

Voter? Certainly.

Candidate? Quite possibly.

Your chapter elections are upon us and I hope you will participate as fully as you are can.

This is first of all a call for nominations. You can suggest someone, including yourself, for any of the open offices. This is an exciting time for us. The next year will surely bring challenges, changes and, as the sales types like to say, opportunities. If you are (or know) a good manager, planner or visionary, that calls for a nomination.

*Chapter President, Page 2*

## Protecting Yourself From Offshoring: Advice for U.S.-Based Technical Communicators

By Michelle Murphy  
STC-Washington, D.C., Chapter member

Offshoring is a term that needs no definition for U.S.-based technical communicators. We are familiar with the practice of sending jobs overseas, and some of us may have already been personally affected by this growing trend. Some experts on both sides of the offshoring issue argue that accurate data is difficult to come by. In light of this lack of sound data, you may lie awake at night wondering if you should change careers. I know I've considered it. However, I've found recently that there is hope and, perhaps, some action we can take to protect ourselves.

### The Bad News

In a recent graduate class at Utah State University, we investigated the business practice of offshoring and its effects on technical communicators. My research and reading during these discussions revealed some distressing information:

- According to Cynthia Kroll and Ashtok Deo Bardhan, researchers with the University of California at Berkeley, nearly one in nine of all U.S. jobs is vulnerable to being offshored.
- According to Ron Hira, author of *Outsourcing America*, a survey of 275 finance executives by CFO Magazine indicated that 47% of offshored jobs for the companies surveyed had salaries of \$50,000 or more. Equally distressing from a worker's point of view is the fact that 64% of those who were already offshoring were planning to increase the numbers of offshored jobs.
- According to the Economic Policy Institute (EPI), a nonpartisan, nonprofit think tank devoted to strategic economic policy, thousands of U.S. software-related jobs have been lost in this decade alone, while India's software exports to the U.S. are rising.

When my class first reviewed the available information regarding outsourcing, many of us were genuinely distressed. In the face of statistics that seem to spell doom for the average worker, it's easy to feel despondent and powerless. But time, additional reading, and the creative energy of my classmates led me to a different conclusion: although the landscape is unpredictable, there are things I can do to make it harder to outsource me.

### The Good News

Money Magazine recently listed "technical writer" as number 13 on its list of the 50 Best Jobs in America. Some of their criteria included projected "growth, flexibility, creativity, and how easy it is to enter and advance in the field." It's refreshing to see that there's a projected growth in the number of technical writing jobs available in light of the concern that some could be outsourced. If you're not a technical writer, other related communications fields such as writer, editor, public relations specialist, and advertising manager made the list also.

On top of this good news, there may be a new trend regarding the way businesses view outsourcing. In March 2006, Money Magazine reported the following:

*Offshoring, Page 2*

Submit nominations to First Vice President Steven Greffenius ([steveng@tech-writepublishing.com](mailto:steveng@tech-writepublishing.com)). You can also contact me at [president@stcboston.org](mailto:president@stcboston.org) if you have questions or comments.

The following descriptions give a flavor of the open positions. You can find more details in our bylaws at: <http://www.stcboston.org/ftp/downloads/bylaws2006.pdf>.

All candidates must be members of our chapter. However, no previous volunteer or work experience is necessary. Our meetings are in Burlington, usually the first Wednesday evening of each month, except August.

For the Council and Second Vice President, we can have more than one candidate per position. It is often useful to have more Council candidates so that we can call on those not elected to step into the position if members must leave the area or otherwise step down from the Council.

This year, open positions include:

- Two or three Council members - This is an active board. Members participate in planning and decision making. Each normally has a dedicated duty, such as Special Interest Groups (SIGs) Coordinator or *Broadside* Managing Editor.
- Second Vice President - This is the track to First Vice President, and then President. The position directs volunteer coordination for the year.

We are fortunate to have Secretary Barbara Bailey and Treasurer Aaron Federman continuing. Council member Bryan Davis will also continue his work as Managing Editor of the *Broadside* newsletter. Our normal advancement process according to the bylaws will fill the positions of President, First Vice President and Immediate Past President.

Otherwise, we have many opportunities for involvement in the chapter. Some are short-term projects and others ongoing committees.

As well as networking with technical communicators and managers, you can expand your managerial and technical skills. For the many of us whose work-

- Dell, Capital One, and JPMorgan Chase have all tried to outsource “front-line customer-service jobs.” Each company came to the same conclusion: “The hidden costs far outweighed the potential savings in labor expenses.”
- “Evidence is growing that great service is essential for long-term customer retention.”
- “Two-thirds of the companies that responded to a survey by InformationWeek reported either no change or a worsening in customer satisfaction as a result of business-process outsourcing.”
- A 2005 Gartner study found that “Eighty percent of companies that outsource customer-service functions fail to meet their cost-savings targets.”
- “Unless you work for Wal-Mart or you sell a commoditized product like petroleum, you'll soon figure out that competing solely on price is a fool's game.” Some companies are very successful, such as Tiffany, even though they cannot compete on price. They attract and retain customers based on their perceived value.

These two issues, the fact that we are in a rewarding and growing field and the fact that companies may be shifting how they view outsourcing, may bode well for our futures. At least it's enough to give me hope. However, since I can't predict the future, the question I've been pondering, along with my classmates, is how to protect myself. How do I ensure that, if my company decides to down-size, I'm not someone it feels it can do without? I think there are three goals I need to meet in order to survive:

- 1) I need to be a strategic collaborator
- 2) I need to clearly articulate my value
- 3) I need to keep my skills current

### Be a Strategic Collaborator

Richard Florida, author of *The Rise of the Creative Class*, suggests that creative professionals are paid to “regularly...think on their own.” However, there is a distinction in the type of thinking you might be paid for. Dr. Terry Dockery, a nationally licensed Organizational Psychologist, speaker, and writer, sums up the strategic versus tactical views as follows:

“There is a big difference between doing things right and doing the right things. The first is tactical thinking, and the second is strategic thinking; the first is management, and the second is leadership.”

According to Dr. Dockery's definition, to contribute strategically you want to be seen as a leader. Unfortunately, being a manager doesn't make you a leader. A manager is usually concerned with the how of projects, which is a tactical viewpoint. For instance, for a particular piece of software, a manager may be focused on what type of technology to use to distribute the online help. Perhaps for a proposal effort, he/she will manage input and take responsibility for the final layout and story about the technical product. This type of decision-making targets the hands-on work and is focused on characteristics such as quality and competence.

A strategic leader, on the other hand, is concerned with the why and the when of projects. In the case of the software development, the strategist will be making an informed determination regarding whether or not to even offer online help. For proposals, the strategic inputs include informed recommendations on whether or not to even bid in the first place. This type of decision-making is focused on why your company or department exists, how it makes a difference, and where it will be in the future.

day does not provide project management and other skills beyond our job descriptions, working for the chapter is working for our own advancement.

Likewise, you can work with an existing SIG to identify and bring in meaningful presentations. You can even start your own SIG in an area of special interest to you. It would be great if someone would leave the drive for a single-sourcing SIG, for example.

You can visit our Chapter Contacts page (<http://www.stcboston.org/chapter-info/contacts.shtml>) to see who is involved in which areas now. Contact Pamela Sarantos for general information, Judy Stitt for SIGs, and Ellen Lidington for our Web team.

Between our elected representatives and other volunteers, those who are most involved can make big differences this coming year and for the foreseeable future. We are looking to increase revenues, decrease expenses, and expand membership, all while maintaining our offerings to members.

We are a very active STC chapter, offering high quality programs and SIGs, both in the level of presentation and frequency. If you would like to see other programs, workshops, SIGs, or services, this is a perfect time to step forward. We can use your ideas and skills.

### About the Society for Technical Communication

**Mission:** *Creating and supporting a forum for communities of practice in the profession of technical communication.*

For more information, visit us online at:

Society for Technical Communication

[www.stc.org](http://www.stc.org)

Boston Chapter

[www.stcboston.org](http://www.stcboston.org)

To ensure that you are strategically valuable to your company, consider incorporating the following activities:

- Know your company's strategic plan. Your company most likely has a strategic plan—they may or may not publish it. Find out if it's available, and how your department supports it. If it's not available, find out if there is anyone you can talk to about the company's goals and objectives. Until you know them, you can't intentionally support them.
- Know how to articulate your department's contributions strategically. Once you know your company's strategic plan, write down how your department supports it. Taking the time to complete this activity will help you understand your role in your company's overall business approach.
- Adjust fire if necessary. If you obtain the strategic plan and cannot possibly map your responsibilities to it, consider changes in the way your department operates. Identify work you could be doing that will align more clearly with the company's strategic objectives, and volunteer to take on new responsibilities if possible.

Although these suggestions are written as if you have control over the department, they can be incorporated on a personal level as well. If you don't have control over the direction of the department, volunteer for assignments that clearly support the company's business strategy when possible. Give some serious thought to what your personal role is within the company's overall approach.

### Articulate Your Value

Ultimately, once you know your company's strategic course and how you fit into it, you want to be viewed as a contributor to your company's overall bottom line. One of the ways to do this is to be seen as someone who supports value creation. According to Jeff Thull, noted business speaker and author of multiple marketing books and articles, "Value truly is in the eye of the beholder. If your customer can't perceive the value you provide, it doesn't exist. Period." This concept can be applied on an individual level in terms of your customers—your management, peers, clients, and subordinates. Do they recognize your value?

To establish a pattern of articulating my value, I use these principles to guide interaction with colleagues and business associates:

- Keep a detailed log. Keeping a detailed log of your experience, knowledge, and skills makes it easier to remember what you bring to the table. I keep one so that whenever I'm being considered for a project I really want to work on, I can bring together components of my job history that are relevant to the project at hand. It also limits the potential of leaving out critical experience. By the way, if your work facilitated a nearly impossible deadline or resulted in substantial cost savings for your company or a client, be sure to track that as well.
- Know your results. Early in my career, a colleague asked me what I did for a living. I told him I was a technical writer. He advised me to stop thinking of myself in terms of job function and to consider focusing on my results. For instance, "I help users overcome the learning curve associated with using complex software by designing dynamic online help packages" is much more detailed. This helps get listeners beyond your job title to the results you produce. Write down at least three results statements for yourself so you'll be comfortable with speaking about them when the opportunity arises.
- Engage in self-promotion. Once you've mastered the first two principles, you're ready for this one. Many of us may not like to "sell" ourselves because we feel like we're bragging or, worse, getting into the weeds of what we do (as we watch our listener's eyes glaze over).

---

## Volunteering is All About You!

When you volunteer with the STC, you use your skills and meet new people. Volunteering also offers an excellent opportunity to network!

Consider working with us and learn how volunteering can fit into your schedule. Contact Michael Ball at: [president@stc-boston.org](mailto:president@stc-boston.org), Volunteer Coordinator Pamela Santos at: [2ndvp@stcboston.org](mailto:2ndvp@stcboston.org), view the volunteer page at [www.stcboston.org](http://www.stcboston.org) and choose "Getting Involved."

---

## Get more from your STC membership by participating in the annual competitions

People who participate in the STC's annual competitions get more for their membership dollar. Here's how:

- **Entrants** learn from judges who are experienced in evaluating technical communications.
- **Judges** enjoy the satisfaction of applying their knowledge to help entrants improve their work.
- **Committee Members** grow from the fulfillment of giving something back to the profession, while honing leadership skills.

Contact us today to see how you can get more from your STC membership.

### General Committee

Patty Morin - [patty.morin@hp.com](mailto:patty.morin@hp.com)

### Technical Publications

Deanna Dysert - [ddysert@lucent.com](mailto:ddysert@lucent.com)

### Online Communications

Mark Decker - [mdecker@rsa.com](mailto:mdecker@rsa.com)

### Technical Art & Illustration

Patty Morin - [patty.morin@hp.com](mailto:patty.morin@hp.com)

Remember: The more you put in to it, the more you'll get out of it!

---

## Offshoring, continued from Page 4

The reality is many people may not understand what we do. Recently, I met a manager for a project I'm going to join primarily as a training designer and facilitator. During the initial meeting, the manager indicated that he understood that I was interested in moving beyond writing and office support. Um, office support? Is that what he really thought? It turns out, it was. I had to take the time to explain my background without being defensive. I left the meeting feeling happy that I had communicated my value clearly, and he left feeling like I truly was a good fit for the role he envisions.

Applying these principles will help you feel more confident when put on the spot. You'll be more familiar with your job skills and experience, and you'll have some results identified that you personally brought about. Opportunities for self-promotion are often spontaneous. It's much easier to speak on the spot if you've taken the time to write a clear career story.

## Keep Your Skills Current

Technical writers have the best chance of protecting themselves against outsourcing by keeping their skills updated. To make sure you're adapting to real trends and not just your inclinations of the moment, consider the following activities:

- Get your graduate degree. There's no better way to plug into what's going on in the field than to go to graduate school. Your professors, and some of your classmates, will be researchers who are shaping the future of the field.
- Take a class to brush up on software skills. You may be pretty good at certain software packages applicable to your job, but there's usually room for improvement. Becoming an expert could lead to opportunities within your company, such as developing in-house training packages. At the very least, you'll complete your work more efficiently. If you really are an expert already, consider certifications where available.
- Take a class to learn something new. Don't be afraid to branch out. Learning things outside of our field helps us relate to those we might be most trying to influence. I have a colleague that recently completed her MBA. She doesn't want to leave the field of communication, but she did want a better understanding of the business behind consulting. She is much better now at explaining how her work helps her clients meet their business goals.
- Attend conferences. Attend conferences that are relevant to your interests or to investigate potential future interests. There's no better way to learn what your peers are doing elsewhere in the world. It's a great opportunity to view cutting-edge trends and to consider where you might want to steer your career.

Regardless of how you chose to do so, staying on top of trends in the field of technical communication is critical to your overall success. If you're considered someone who stays on top of current trends, strives to be a lifetime learner, and continually updates your skills, you'll make it harder for decision-makers to outsource you.

## Summary

Outsourcing is a real possibility for all of us, and there is no way to be certain it won't affect us personally. However, by thinking strategically, learning to articulate our value in ways that have meaning for others, and keeping our skills current, we stand a fair chance of ensuring that we are safe. Preparing ourselves in this way is a win-win situation. Should we still fall victim to a company's decision to outsource, we will have a clear understanding of how to contribute strategically and how to clearly articulate our value during our job search.

*Michelle Murphy is an Associate with Booz Allen Hamilton and works in the Quantico, VA area.*

## Dealing with Multitasking January STC-Boston Program

By Bill Gruener

STC-Boston Council member

Multitasking often results from multiple, simultaneous requests, and the tasks that we must juggle simultaneously comes from our ability to say yes or no to these requests. While “No” answers reduce simultaneous tasks, learning to say “No” may call for dealing with personal feelings about the word, the situation, and the requestor.

Such was the message from January’s program speaker, Joanna Rothman, President of the Rothman Consulting Group, Inc., who said multitasking is costly, confusing, and impossible to predict. Multitasking is costly because it demands that you stop your current work, “swap out” the current work, “swap in” new work, and, sometime later, swap back in the original current work.

So, how do you handle multitasking? According to Rothman, you start by developing a data-gathering survey to handle multitasking and after you have the survey, create response policies. To develop policies, you should ask yourself:

- Where do requests come from?
- Where does my time go?
- Where does my staff’s time go?

While answers to these questions help formulate policies, there is another crucial question to ask yourself: What’s my mission?

If your personal mission doesn't match the organization’s mission, Rothman said, you have two choices: redefine yourself or leave the organization.

Even with response policies in place, “Yes,” “No,” and “Maybe” are three common responses to requests that become multitasks. It’s how you use these words and feel about using them that can govern how you handle multitasking, Rothman said.

“Yes” can get you into trouble because too many yes’s and everything spirals out of control. “Maybe” often leads to disaster because people respond in one of two ways: those who want yes (your boss) hear yes, and those who want no (everybody else) hear no. “No” can be rude, and we all have feelings about no: most of us like to say yes and feel uncomfortable saying no.

Rothman recommends that instead of saying, “No,” you show people what is happening and give them a sense of your workload. She offered the following possible substitutes for saying “No”:

- “Not right now” and offer another date.
- “This is what I can do ...”
- “Here’s what I am doing. Should I stop doing this and do that?”
- “When do you need this?”
- “Here are the risks of changing direction ...”

All of these responses sound positive, Rothman said, and show that you’re willing to work together even though you already have a full workload. When formulating an effective multitasking plan,

### Technical Writer

escritor técnico

技術作家

ТЕХНИЧЕСКИЙ АВТОР

テクニカルライター

De technische schrijver

rédacteur technique

No matter how you say it, our Tech Writers are important contributors to the growth of The MathWorks. We are hiring for various types of writers with experience writing for a technical audience.

Visit our web site for information about job opportunities [www.mathworks.com/jobs](http://www.mathworks.com/jobs), and check out our documentation at [mathworks.com/support](http://mathworks.com/support)

For further information contact Doug Cohen:  
508-647-7990 or [doug.cohen@mathworks.com](mailto:doug.cohen@mathworks.com)



Rothman noted that it is important to consider how you are going to control multitasking and multitasking expectations. You can gain that control by creating project portfolios (similar to a status report) that illustrate a project’s milestones and due dates. (After all, senior managers like pictures and bullets.) Also, prepare for conversations about the project, she said, and talk often with your manager. For example, ask for one-on-one meetings.

Rothman added that while developing a project portfolio and a mission helps you focus, developing a reputation for being reasonable when receiving numerous requests is just as invaluable to your success when managing multiple tasks.

Joanna Rothman can be reached at: [jr@jrothman.com](mailto:jr@jrothman.com)

### Submit your articles to the Boston Broadside!

The *Boston Broadside* is a newsletter for and about the STC-Boston Chapter and its members, so it is what you make it. Submit articles to the managing editor, Bryan Davis, at: [boston.broadside@gmail.com](mailto:boston.broadside@gmail.com). Thanks!

## Spring Cleaning STC Style

by *Cindy Currie*  
STC Fellow and Region 1 Director

It's time to brush up on the candidates, polish your Community Achievement Award application forms, and dust off your business wardrobe and get ready to head to the (new, updated!) annual conference to put a new shine on your technical communication career! So, my advice to you is:

### Get Out (er, Online?) and Vote!

The STC election / balloting opens soon, so here is your opportunity to participate in choosing the leaders that will take us forward into the future and continue to shape the profession of technical communication! For detailed information about this year's slate of candidates, visit <http://www.stc.org/candidatesFAQ/index.asp>. All candidates are very willing to be contacted for further discussion about their views, so please take advantage of this opportunity to ask your burning questions.

The voting will be conducted from early March through mid April. Get to know the candidates' views and make a truly informed decision about who you think can best guide STC to new levels of professional leadership and global recognition. The percentage of members who voted last year (about 18%) was up nearly 5% over the previous year and we are looking forward to another big increase this year!

If you vote electronically, it's a breeze again this year. If you vote by paper ballot, please be sure to fill it out and return it quickly.

### Shine up and submit your Community Achievement Award application!

Community leaders, it's time to put the final polish on your Community Achievement Award (CAA) applications. Your 2007 application form should reflect activities and events conducted between April 1, 2006 and March 31, 2007.

The CAA recognizes a community's (SIG, professional or student chapter) accomplishments in achieving the Society's goals through a wide range of programs and activities. Additional information, including the newly updated CAA guidelines and the CAA application forms are available at:

[http://www.stc.org/recog/awards01\\_comAchievement.asp](http://www.stc.org/recog/awards01_comAchievement.asp).

I am available to review applications as a sanity check ([dir1@stc.org](mailto:dir1@stc.org)) if you'd like a fresh pair of eyes to look yours over before you send it in. The application form and supporting materials must be emailed to the STC Office ([peg@stc.org](mailto:peg@stc.org)) by **April 5, 2007**.

Note that the CAA should be particularly interesting to community officers because pursuing the award criteria ensures that your community provides value to members, even if your community does not apply for the award. Studying the criteria can also help your community officers develop strategic and tactical plans.

## Ascend the Summit!

This year, make the Technical Communication Summit (STC's 54th Annual Conference) your primary source for career education. Whether you're a senior or novice practitioner, manager or individual contributor, the Summit is designed to further your professional growth and develop your job skills.

To learn more about the conference and to register, click on the Technical Communication Summit logo online at <http://www.stc.org>

Don't miss this event; it's going to be the best STC conference ever! We've heard your feedback and have incorporated it into this conference, STC's flagship annual event.

## Send your incoming leaders to Leadership Day!

The annual Leadership Day event is being held as usual the day before the conference begins; so on Sunday, May 13. This year's schedule is choc-a-bloc full of exceptional information for new and incoming community leaders.

The Leadership Community Resource (LCR), STC's new definitive resource for community outreach and support, is officially being launched during this event. Come learn what the LCR offers community leaders and how it all works to ensure that STC communities can become strong, self-sufficient entities, with various levels of support available to them, as required. **This event is highly recommended for incoming Chapter and SIG Officers!**

## Take in a Region 1 Conference!

Two communities are holding conferences in March:

- Philadelphia Metro Chapter, 4th Annual Conference, Current & Future Trends in Business Communication, March 17, 2007 (with workshops on March 16, 2007), [www.stcpmc.org](http://www.stcpmc.org)
- Rochester Chapter, Spectrum 2007, 49th Annual Conference, March 23, 2007, [www.stcrochester.org](http://www.stcrochester.org)

Each is a high-quality event with lots to offer attendees on many levels. Check 'em out!

## Attend a Board meeting!

The STC Board of Directors recently held its winter Board meeting in Arlington, VA. The focus of this meeting was on Communities, and many strategic community-related topics were discussed, including:

- Society/Community relationship models
- Greater parity between types of communities
- Even more flexible membership options
- Restructured dues models

Flexibility for geographic communities (chapters) to group themselves in ways other than the traditional STC "regional" model (virtual communities, SIGs, were never bound by this model)

Look for additional information on these topics and more as the board continues work on reshaping and improving the Communities area to ensure more valuable services are delivered to all.

## Chapter Membership Report

By Virginia Adams  
Membership Committee Manager

We would like to welcome the following people who joined the Boston Chapter in December, 2006, and January, 2007:

### New Community Members:

- John H. Beck
- Catherine U. Brill
- Robert Britton
- Jacqueline S. Christoferson
- Bob Garber
- Virginia A Hallman
- Karin Hepler
- Penelope Howe-Mailly
- William P. Jezak
- Susan C. Karabatsos
- Judith A. Kessler
- Chung Kai Lam
- Karen J. Landa
- Renee Markarian
- Andrea M. Paragona
- Paul A. Schmidt
- Joanne L. Scouler
- Christine M. Sigman
- Caleb P. Stewart
- Robin M. Tavares
- Charles E. Vermette
- Sean B. Whelan
- Deanne Wilson

### Members Transferring in:

- Patricia A. Aiello
- Elizabeth Crocker
- Cynthia R. Lahman
- Carolyn Lettrell
- John M. Melody
- Terry E. Smith
- Matthew Grocki



*Director, continued from Page 6*

Socially, we were treated to an evening reception held at the STC Office with many members of the Washington DC chapter attending. It was fun to meet and mingle with some old familiar faces and many new ones!

In case you are not aware, the STC Board meetings are open meetings (all except the Executive Session portion of these meetings), so any STC member may attend. I encourage you all to do so when you can. "They are enlightening," so says everyone who's ever attended! The next Board meeting will be on May 12 in Minneapolis, MN (in conjunction with this year's conference). Be there!

### Drop by if you're nearby

My community visit plans for this year have been firmed up, and they look like this at the moment:

- Rochester Chapter, Spectrum Conference, March 23, 2007
- Southwestern Ontario Chapter, March 27, 2007
- Eastern Ontario Chapter, March, 28, 2007

I hope to see many of you at one of these events. Check the individual community websites for more information, and do plan to drop by if you're nearby to any one of these locations.

---

## FrameMaker Tips of the Month:

### Are images disappearing in PDF?

**Problem:** You save your FrameMaker document as PDF but the images in anchored frames disappear; all you get is blank frames.

**Solution:** Select File > Preferences > General and check the Save FrameImage with Imported Graphics check-box.

Re-generate the PDF and all your images should be there.

### Installing new or missing fonts for FrameMaker

- 1) Save (or extract) the fonts to a folder on your system.
- 2) Go to your Windows Control Panel > Fonts screen.
- 3) From the menu, select File > Install New Font... to display the Add Fonts dialog box.
- 4) Find the folder in which you have saved the desired font. Select it and make sure it appears in the List of Fonts list box. Make sure the Copy fonts to Fonts folder check-box is checked.
- 5) Click OK.
- 6) When you open your FM document, you should see the new font listed when you select Format > Font from the main menu.

The new font should be accessible from other Windows applications like Photoshop as well.

## STC 2007 Elections

**Editor's note:** *The Boston Broadside* has invited all candidates for Society office to each submit an article on behalf of their candidacy. The following articles are published as-is and have not been edited for content.

### Linda Oestreich Candidate for President



To begin, let me tell you that I love STC. It has been my personal professional development tool for many years, and it has always given to me more than I have given to it. As I approach the May 2007 Technical Communication Summit, it seems that my excitement and gratitude (and anxiety!) grows exponentially each day. Just like you, I have many ideas and desires for STC, yet I know that one person can make only a minute difference. The Society is guided by a board of directors. You have elected 14 officers and directors. Did you know that in my year as president, I only vote when there's a tie?

Despite that, the president does influence the agenda and, to some extent, guides the discussions. We work as a group. We discuss issues and listen to others who know more than we do. On some things, we move quickly; on others, especially things with strong opposing views, we move slowly. Sometimes, we discuss something for hours, then choose not to move on it at all. Other ideas show up with such positive "rightness" that we all agree and put them into action immediately.

So, what do I foresee for STC during "my" year as president? More pride for what we do. More global advances for our profession. More attention to strategy. More cohesiveness among all factions of the Society. More attention to member value. And, more strength in communities so they can support you in the ways you need.

The year I serve as president will build on the great things that my colleagues and presidential predecessors have put into place. I plan to support the good stuff and help change or stop anything counterproductive to our strategic objectives. So, as you vote YES or NO next to my name, remember that I need your help. I am in this to do the job of STC president with as much heart, mind, and soul as possible. I am proud to be in line to the STC presidency. I am also proud to be a technical communicator. I believe in us. Together, we are putting technical communication on the global map.

### Mark Clifford Candidate for First Vice President



In every organization there is a balance between what is expected and what is delivered. In commercial organizations this, in very general terms, is mitigated by receiving payment. When the work environment is not to your liking you find an alternative job.

With professional associations, you have an expectation when you join. This is based partly on knowledge, from research and observation, and partly from a perception of what you may gain from membership. In every case, members are looking for some direct, personal benefit for joining. If that benefit is not found members stop participating.

Consider these questions.

What do you want from STC? What do you get from STC? What do you expect to give back to ensure your expectations are met?

STC has a very diverse membership, with an equally diverse set of needs. Their one common expectation is that each will get personal benefit from being a member. The communities expect some participation from its members.

At a recent conference, one statement struck home:

"Members will engage in an association that is working on things that are important to them, and where they can participate in an enjoyable opportunity for success." (G. Tecker 2007)

It is the expectation of benefit that attracts members, and the perception of receiving benefit that keeps them. And, if they really find and enjoy those benefits, they will participate.

Like our communities, the society has to make our offerings attractive to diverse audiences. Our challenge is ensuring everyone derives some benefit from membership. The society has challenges to provide these benefits, as does each community.

A number of Chapters, big and small, have declared problems attracting and retaining members, or finding volunteers for leadership roles. Members who wait passively for their expectations to be met may wait a long time. If we wait passively to be told what members' needs are, our membership will continue to decline.

How we identify needs, and associated benefits, is determined by research and continuous two-way conversation. This leads to the design of programs where benefits meet expectations. At all levels in the society.

My vision is to bring that research and those conversations to the point where expected benefits equals delivered reality.

I expect each of you to help achieve that goal.

## **Cindy Currie**

### **Candidate for Second Vice President**



Hello STC members! I'm Cindy Currie, a candidate for Second Vice President (2VP). I'm currently a Director, Community Affairs Committee chair, and a Strategic Planning Committee member. I belong to the Northern New England and UK chapters and five SIGs. I've been a member since 1991 and a Fellow since 2005.

For the past two years, I've worked hard to help STC deliver more value for all members. I want to continue this work, and I feel that I can best do that by increasing my commitment to STC through the office of 2VP.

My primary focus is promoting the value of technical communication to business. We need to ensure that senior management fully understands the role we play in helping to increase the bottom line of business. It is through relationships at this level that we will succeed in bringing the profession closer to the core of business, raising its profile, and creating new and higher-level roles for technical communicators. I know we can

do this by concentrating on four key areas:

**Codifying our body of knowledge** - The certification debate continues, with strong feelings on both sides. Certification - if we choose to go in that direction - isn't possible without a body of knowledge (BoK) against which to certify TCs. In either case, a BoK is essential to elevating the profession in the global business hierarchy, helping to further legitimize it.

**Enhancing and expanding professional growth opportunities** - Members must be ready to meet new and exciting challenges, so we must provide a variety of business and leadership learning opportunities, as well as education and training on methods and tools.

**Creating a solid identity for STC** - We need strong brand identity that loudly trumpets STC's industry leadership of the profession, and is quickly and easily recognized as one that means quality - of both the practice and its practitioners.

**Reworking our business model and infrastructure** - We must be able to identify, support, and promote changes and improvements with clarity, speed, and agility. STC is a business and we need to run it like a business with all the right frameworks in place to deliver on all of our commitments - to members, partners, academe, and business.

So, let's take technical communication to new heights!

## **M. Katherine (Kit) Brown**

### **Candidate for Second Vice President**



“Our profession touches every industry, every product, every process, every aspect of life in the world—a heavy responsibility, which requires that we hold ourselves to high standards of excellence and continuous learning, and that we lead the way toward building rapport and communication channels with our colleagues wherever they may live and work.” This is the vision statement Mak Pandit and I wrote for the Global Membership committee; it distills my philosophy about our profession.

Participating in STC has been one of the most rewarding aspects of my career; every job I've had and many of my closest friends are directly tied to STC. Quite simply, I want to use my skills and breadth of industry experience to give back.

To me, increasing member value means the following:

- Removing geographical barriers to participation and to access to resources
- Providing professional development at every stage of our career
- Educating members on industry trends, global business, and technology, and helping members understand how such trends affect us
- Improving our relationship and access to industry leaders, which builds corporate recognition of our value, leading to better salaries, opportunities, and so on
- Building on STC's strengths as a collegial, friendly organization to continue providing opportunities to learn new skills, obtain mentoring, and build professional networks

In addition to my 16 years of experience in the profession, I am an Associate Fellow and have been active in STC since 1991. I have held a variety of positions at the local, regional, and international levels of the organization. These positions have included the following:

- Associate Fellow
- Co-chair of the Global Membership committee
- Manager of the International Technical Communication SIG
- Conference speaker
- Local and international competition judge
- International Publications Competition Manager
- Nominating Committee member
- Chapter President

Whether you vote for me or not, I hope that you will take the time to vote. In the last international election, less than 10% of the membership voted ... You get what you give from any endeavor.

**Jonathan W. Baker**  
Candidate for Director



I know from STC surveys and my past experience on the STC Board that most members value STC for networking (including the conferences), publications, chapters, and SIGs. These same things have great value for me. But as a professional, I want STC to provide training/education that prepares us to grow in our jobs, certification that helps us progress professionally, job leads that foster career growth, and industry leadership that promotes a higher level of respect for the field of technical communication.

The professional/job-oriented values are actually more important to me personally than the other more social aspects. Don't get me wrong, for more than 10 years I've worked in the trenches just like most other volunteers and I have made many friends within STC. However, the problem is, I, like many other members, want more than STC has been able to provide. Does that mean I give up on STC and move on? Not necessarily.

Generally, I believe STC needs to reinvent itself. From the inside, this happens by fundamental changes in how STC does business. This means bringing both STC's financial practices and governance, among other things, into the 21st century.

Why should this matter to you? Because organizationally STC is still stuck in the very comfortable past - circa 1959, which means STC can't possibly deliver what you and I need a half a century later. Reinvention is the single greatest challenge for STC. I believe that STC can successfully reinvent itself, but only if the membership, including and especially the leadership, can let go of the past.

I am in the process of writing several articles on STC's finances and governance. These articles will be available on the web shortly.

Read my articles. Get passionate. Vote.

**Mollye M. Barrett**  
Candidate for Director



I'm Mollye Barrett and I'm a candidate for STC Director. I'm asking for your vote in the coming STC elections because I support technical communicators and the needs of STC members. A member of STC since 1995, I believe every member counts.

I place great store in technical communicators, the work you perform and the value you add to society. You're important and so is your work. As an STC Director, I will listen to members and learn about your challenges, I'll work to support your needs and as a result, I'll ensure that STC's governance is transparent and responsive.

As a past president of the Wisconsin Chapter and a Region 6 Conference Committee member, I understand the challenges of STC leadership. These positions have led me to recognize that the society requires changes that will facilitate growth and renewal.

My experience as a chapter mentoring program manager has connected me with professionals and

students seeking a rewarding career as technical communicators. I've learned that by listening, offering encouragement and guidance, I've helped others acquire the skills and knowledge to become valuable practitioners in their field.

My role as Director would be that of a facilitator and I'll consider every issue by asking, "What do members want and need? What resources can the Society offer to support the members?"

My goals are clear: offer members the education, programming, and support they need to thrive in their careers, lead the society in changes that will facilitate growth and renewal, and enjoy the opportunity to work with everyone. Some initiatives I support and propose include:

- Regularly survey members on their interests and expectations
- Ensure that STC is a member-driven organization
- Focus on STC as both a professional development and social networking organization
- Build an international mentoring program
- Recognize and honor working technical communicators
- Support STC as a business focused on the needs of members
- Support a strong membership drive for new members and contact lapsed members, encouraging them to rejoin

I look forward to your vote of support and the opportunity to serve STC. Please contact me with questions, concerns, ideas or just to say hello.

**Nicoletta A. Bleiel**  
**Candidate for Director**



Hi, I'm Nicky Bleiel, candidate for Director in 2007.

I will get right to the point - I would like your vote in the upcoming election.

Technical communicators make users more successful. I would like to help STC make technical communicators more successful by expanding its educational offerings, adding more training courses, seminars, conferences, and even books. One of STC's goals is to "Tell our powerful story," and I plan to work on projects that help promote our profession to the business community.

I am the immediate past president of the Pittsburgh chapter. During my presidency, Pittsburgh was recognized as a chapter of excellence; during my vice presidency, as a chapter of distinction. I also served as membership chair and have been involved in program planning for four years; including serving on the planning committee for the successful Region 4 Conference held April 2004 in Pittsburgh. I am proud that I helped launch the popular "Software Saturdays" training program, which has been adopted by other chapters.

I have been a technical communicator for twelve years. Like many of us, I started my career writing books and producing them in hardcopy format, but have since embraced online help and user assistance, Web design, single-sourcing, usability, e-learning, and knowledge management. I have experience writing for products in a variety of industries; including media sales, industrial automation, simulation, and pharmaceutical.

I have presented talks at several STC annual conferences, both during general sessions and on Leadership Day. I have also presented at local and regional STC events, including Philadelphia, Cleveland, and Pittsburgh. Topics have included tools and technologies, user assistance design, single-sourcing, and wikis. I have been published in conference proceedings, on the web, and in STC's Tieline (the Society leaders' newsletter) and STC Pittsburgh's Blue Pencil.

Accomplishing any goal - personal, professional, or as an STC leader - requires innovation, organizational skills, and focus. As a Director, I would use these traits to deliver results to our membership. I will work with the STC Board, as well as the members, to find new ways to tackle problems and drive initiatives that will make the Society a valuable resource for technical communicators.

Thank you, and I would appreciate your vote in March.

**Leah Guren**  
Candidate for Director



My name is Leah Guren, and I am a running for Director in the upcoming STC elections.

I entered the field in 1980, and have been active in chapter leadership (STC Israel) since 1997. I've worked as a writer, editor, and tech pubs manager, and now focus on training and consulting in the field. This has given me the opportunity to meet with technical communicators all over the world.

I would like to see STC focus on these key areas:

**Do more to support the needs of diverse communities.** The number of members, the demographics of members, the location, and the physical size of the geographical area are just a few of the factors that create different challenges for different communities. Clearly, the Boston chapter has different needs than a 30-member chapter! At the same time, there are some common problems (getting volunteers, for example) that are shared by all communities.

The Society can explore more flexible solutions, such as offering a standard base of services with a menu of pick-and-choose items, allowing each community to best meet their members' needs.

**Give STC members an edge in emerging trends and technologies.** The world around us is changing; by looking ahead at trends, STC can provide training programs to keep members competitive and current. This also means providing more advanced courses and certificate courses.

**Expand the PR push outside the field.** We all benefit when our profession becomes better recognized and respected. However, the Society's PR work needs to be fine-tuned for different markets and regions.

**Readdress certification.** It is a touchy issue, yet we must face it if we want to improve professional recognition. This goes hand-in-hand with both education and improving PR.

**Continue to grow internationally.** In the past three years, the biggest growth areas for STC have come from chapters outside of North America. Being part of an international organization and being aware of global issues makes you be a better, more effective technical communicator, no matter where you live.

I look forward to meeting you in Minneapolis.

**Steven F. Jong**  
Candidate for Director



I'd like to introduce myself and give you some of my background and ideas for the Society.

**Professional:** I've been a technical communicator for 30 years. Currently I'm a documentation project manager at 3Com. I've also delivered training in the US and Europe, and taught writing to law students.

**Communities:** As president of the Boston chapter, I maintained services despite declining income; we won three chapter awards of Distinction in four years. I'm active in the Quality and Management SIGs.

**Society:** Since 2002 I've served the ITPC as a judge, lead judge, and Best of Show judge. I've presented at annual and regional conferences. I'm currently involved with the ISO documentation standards committee.

**Nonprofit leadership:** I have experience founding and leading nonprofit organizations. Sports leagues I started at two companies still operate 20 years later as independent entities. I was also president of my community chorus.

STC's biggest issue is member retention. Our profession is growing worldwide, yet membership has declined by a third over the last five years. Increasingly, employers don't subsidize dues, and practitioners don't see the value of membership. We need to create an STC that more practitioners want to join and more employers want to subsidize. The challenge is to provide more value, and publicize that value to both practitioners and employers.

The current Director-Sponsors are being replaced by directors. While a D-S represented and supported chapters in one region, directors are expected to represent all communities and all members. The role requires a strategic view of Society goals and how to reach them. For example, a tactical concern is strengthening a community; a strategic concern is strengthening the Society. (The Leadership Community Resource is being established to support communities.)

I have extensive professional experience and broad perspective. I've been active in both chapters and SIGs, as well as at the Society level; I've traveled abroad to deliver training; and I've led non-profits to long-term stability and fiscal health.

For more information, please go to [www.StevenJong.net](http://www.StevenJong.net). When you vote for directors, I hope you will include me. Thanks in advance!

**Robert G. Young**  
Candidate for Director



Hello. Thank you for the opportunity to introduce myself. My name is Bob Young, the immediate past president and a senior member of the Northeast Ohio community.

This is an important election to decide three new directors that will help carry forward the directives of the Strategic Plan. I recently attended the STC Board of Directors meeting as an invited candidate in Arlington, Va., where I had an opportunity to hear initiatives for our organization. First, and foremost, we must work together to advance our profession. Therefore, I ask that you take the time to vote in the STC election in March. Participation in past STC elections has not been robust.

In fact, increasing membership involvement is what I believe is our biggest challenge. Participation is a key element for achieving any goal, particularly for an organization that depends on volunteers. We must re-ignite this spirit to strengthen our communities by providing our members with value and purpose for their time and effort.

So, how do I, as a Director, play a part in this? I pledge to be a conduit for communication between Society leadership and the LCR (Leadership Community Resource). The LCR will be responsible for solving problems that arise with geographic chapters and virtual communities. The LCR will consist of community volunteers, which brings us back to my point of participation and recognizing our members.

To build and sustain STC membership, we need to provide chapter and SIG leaders with better information on programs that have been successful. There are many chapters and SIGs doing some innovative strategies to increase involvement and membership. A good example is the Recognition program for saluting senior members and the work of volunteers. I learned of this program by talking with members of the Florida STC chapter. NEO STC packaged its own guidelines and we incorporated the recognition program into our successful membership campaign (18% gain).

In closing, I ask that you participate in one chapter or SIG event this year and my candidacy will have been a success.

Thank you.

**Paul Mueller**  
Candidate for Region 5 Director



I am looking forward to serving STC as Region 5 Director. I have been involved in technical communication for more than 20 years and I have managed information development, usability, and graphic design teams across the United States, Bolivia, and India. My experience in building a strong team, collecting and sharing ideas, helping team members grow and develop, and leading a business-focused organization will help me serve STC and its communities. I have served as strategic advisor for STC Houston, a role that has many similarities to the STC director role. We must bring leaders of various communities together and share ideas to find ways to deliver more value to our members. My STC experience will help me understand the way we have done things in the past as we identify ways to support our communities for the future.

*Editor's note: Only Region 5 members can vote for this office.*

**Jackie A. Damrau**  
Candidate for Nominating Committee



Hello. My name is Jackie Damrau. I'm an Associate Fellow and past president of STC Lone Star Community (LSC). I'm one of the candidates running for a position on the Nominating Committee.

My plans for identifying, encouraging, and developing new Society-level leaders is to talk with everyone that I meet and share my experiences having been an STC community leader. I'm a firm believer in talking face-to-face with folks and in answering emails with a positive spin on what and how STC can help you improve your leadership skills or be the testbed for you to try your hand at leadership without retribution.

Identifying leaders requires talking with each one about their aspirations for wanting to lead, learning about their personal leadership style, and actively listening to their story. Many people are leaders, yet haven't been given the chance to lead. There are also people who should never be leaders, which I'll not address here.

Encouraging leaders requires being a mentor and helping that person achieve their goals. A strong mentor has many tools available, such as their own leadership experience, networking contacts that they can call in to help, and using active listening skills. All leaders need a "cheerleader in their corner" which is the person that can honestly and bluntly tell them, "You messed up on this, so let's look at what you could have done differently." The most important lesson in encouraging leaders in a volunteer organization such as ours is to remind people that "we are volunteers and we do the best that we can." Those who may have disparaging comments to make can often be enlisted to help in addressing the issue they are commenting about. If they choose not to participate, the leader then has heard their plea and then should try to find an answer.

Developing new Society-level leaders requires ensuring that everyone has a good understanding of the history of the organization or their local community, that they understand the Society bylaws, and that they have two of the most important traits that I feel are necessary. These two traits are 1) willingness to communicate as often as possible and 2) actively listening to everyone that crosses your path.

A Society leader is an advocate for all STC members, regardless of their community involvement. As an advocate, you are always "in the public eye" and should conduct yourself appropriately. This is not to say that playing the devil's advocate on occasion is wrong, it all depends on the situation at hand as to which role a leader should play. Whichever role is played, though, should be one of professionalism.

I'm ready to take the helm by getting involved with the Nominations Committee and then moving into other STC leadership roles in the future.

**Rachel A. Jordan Houghton**  
Candidate for Nominating Committee



To the role of Nominating Committee member, I bring the knowledge and experience of working on both the local and international level, in several roles. I have attended all but one STC conference since 1999, and have increased my network of fellow communicators every year. My experiences at the local, regional, and international levels have sharpened my networking and recruiting skills. I will use all my skills to ensure that STC has the best candidates to choose from to guide the organization in the coming years.

From the moment I first got involved with the STC, I couldn't help but see that it takes a certain drive, willingness, and commitment to make an organization run smoothly. Originally, I was enticed by the ability to put bullet points on my resume, but it was apparent to others that I was more than a one-time volunteer. Many people in my chapter and beyond saw the potential in me to help out STC in avenues beyond the local area. Once I attended Leadership Day for the first time, I could see my opportunities were limitless. If you had told me 10 years ago that I would have accomplished all the leadership activities I've had the opportunity to pursue, I probably would have laughed at you. Every experience and contact I've had at the local, regional, and international level has made me grow and learn.

That's what the Nominating Committee looks for - volunteers who have the vision and drive to see beyond themselves and take note of others who would help and enhance the organization. It's not easy to put yourself out there, to be selfless in service to others, when you know you can't please everyone all the time. The Nominating Committee strives to pick the best candidates for the job. Each and every candidate on the election slate is a good match for the position - no matter who wins, the committee has made sure that the candidates will be well suited for making the STC be the best it can be.

Please vote in this year's election! Your vote counts!

**William C. (W.C.) Wiese**  
Candidate for Treasurer



New to the board in 2005, I serve as your STC treasurer with responsibility to guide our financial processes as an educational organization. I came to the board from a strong chapter background and recognize the importance of chapters as our storefront to attract new members and guide them to a satisfying relationship with STC. The challenge is to balance our history with an exciting future that has an international reach, global SIGs, and rich organizational partnerships.

I am excited about being your treasurer while our opportunities are abundant but resources must be managed wisely. I hope to complete ongoing work to introduce electronic banking and an equitable funding system for our communities while making long-

delayed investments in our professional image, research into key practice issues, and best-practice systems that let the STC office better serve each member.

In my view, the key issue for STC is making the value of membership apparent. Often, and often without choice, STC leadership has been forced to focus on society operations instead of answering member calls to be a voice for the profession, a resource for richer careers, and an advocate for our role and skills. Now that we have hired new management for their outward view, we are providing the business infrastructure that lets our education, membership, communication, and operations professionals achieve their potential and raise member expectations.

I have been a member of STC since 1988. I am proud to be an associate fellow and a past president of the Orlando chapter. Previously, I served five years as chapter treasurer and as conference support committee treasurer for STC's 47th Annual Conference. I've presented at eleven annual conferences, published in Tieline and Technical Communication, and served as a peer reviewer.

A 35-year employee of Lockheed Martin Missiles and Fire Control, I am currently assigned as Communications Manager for MEADS International (MI). At MI, I manage external technical, employee, and media communications for a unique joint venture between Lockheed Martin and MBDA companies in Italy and Germany to develop an advanced missile defense system to be shared by the nations.

For more information on all of the candidates, visit: <http://www.stc.org/candidatesFAQ/>

## The Broadside Staff

The *Boston Broadside* is published six times throughout the calendar year and would not be possible without the hard work of dedicated volunteers. Many thanks to the following people for their contributions:

### Broadside Staff

Bryan Davis  
*Managing Editor*

Donna Ayres  
*Publishing Editor*

Karen Giventer  
*Copy Editor*

Bill Gruener  
*Columnist*

.....

### Authors

- Virginia Adams
- Jonathan Baker
- Mike Ball
- Mollye Barrett
- Nicoletta Bleiel
- M. Katherine (Kit) Brown
- Mark Clifford
- Cindy Currie
- Jackie Damrau
- Leah Guren
- Bill Gruener
- Rachel Jordan Houghton
- Steven Jong
- Paul Mueller
- Michelle Murphy
- Linda Oestreich
- William C. (W.C.) Wiese
- Robert Young

### Thank you, everyone!

.....

*Note: By submitting an article, you implicitly grant a license to this newsletter to run the article and for other STC publications to reprint it without permission. Copyright is held by the writer. In your cover letter, please let the editor know if this article has run elsewhere, and if it has been submitted for consideration to other publications.*