

President's Corner

Submitted by: Nelson C. Baker



There are many opportunities within IACEE taking shape in the coming year to engage each of you in participation. This issue of our quarterly Newsletter outlines some of these activities, from our upcoming World Conference on CEE in May 2012 to participation in our IACEE Quality Program or CEE Manager Training Project. However, I'd like to raise the conversation in this issue to another topic, professional integrity, which is a call to our members and

non-members alike. I challenge all of us to join together within IACEE in ensuring that engineers and engineering organizations are models of professional integrity.

As an organization, we hold in high regard the need for professional development, for each and every engineer. In so doing, we are stating that every engineer has the responsibility and duty to be qualified to the best of his or her abilities to work on the projects being undertaken. Likewise, we as an organizational entity have the responsibility to continue our learning and to improve what we do and how we do it. As such, I'm pleased to let you know that IACEE is taking the lead on an international quality project, that originates from our work on the DAETE project during the past four years.

The IACEE Quality Program is being constructed in an electronic fashion, coupled with our website, that will allow us to gather the best organizational expertise from around the world on an annual basis. This will not only provide for benchmarking activities, but more importantly will lead toward sharing of best practices from around the world. I have heard from many organizations that having data available to members on a timely basis and in a format they desire is critical. The IACEE Quality Program will enable such member access. Each of us has needs to both showcase how we are doing, as well as to strive for improvement. Having access to data that comes from our peers will be an essential ingredient to fulfill these member needs.

Along with all of you, I'm proud to say that we wish to continuously improve as an organization and to allow our members to also improve. I ask that each of you strives to continually assess your own situation, improving each and every day what we do for engineers. Together we will allow all engineers to reach their desire to demonstrate and practice professional integrity and, in so doing, the world will be a better place through our collective actions. So join with IACEE in our association's relentless pursuit of continual improvement and professional integrity.

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Annual IACEE Council Meeting Highlights, 15-16 June 2011

Submitted by: Frank Burris

The IACEE Council (currently 22 members) meets at least annually and the IACEE Executive Committee (7 members) meets to conduct the association's business upon the call of the President in between annual Council meetings. The 2011 Annual IACEE Council Meeting was held on 15-16 June this year in Valencia, Spain and hosted by Patricio Montesinos, General Chair for our 13th World Conference on CEE next May 17-19 in Valencia. The approved minutes of this Council Meeting were sent to all members on 12 August and are also posted on the IACEE website www.iacee.org under Officers/Staff: Minutes of Meetings. In addition, the 23 supporting documents for this meeting are also available in the File Archive section of the Members' Area of the website. While these detailed minutes are available for your review, this article summarizes the highlights of Council's 15-16 June meeting in an abbreviated form.

- Three new Council members (Zhang Guoqing, Kirsti Miettinen, and Feng Aihua) were formally approved to fill Council vacancies. Zhang Guoqing was also approved as Vice President, Communication and Member Engagement and will take a seat on the Executive Committee.
- Major efforts to clean up the membership database between September 2010 and June 2011 were declared complete. Membership management activities have now moved from a crisis mode into a stable routine.
- A subcommittee chaired by Phil O'Leary was appointed to make recommendations about possible advertising in IACEE media and to report at the 1 October Executive Committee meeting.
- Bylaws were changed to specify that the four VPs on the Executive Committee will be responsible for the association's strategic goals rather than the narrower responsibilities formerly specified.
- The project activities that have operated for the past 4-5 years as DAETE, DAETE2, and DAETIX will henceforth be known as the IACEE Quality Program. Council approved various levels of Quality Program participation and a scheme for invoicing these levels.
- Council also approved implementation of automating the IACEE QP data collection, advanced querying, and reporting for IACEE QP participants.

- The CEE Manager Training Project survey instrument was approved by Council and subsequently sent to all members on 13 July. A report on survey results appears elsewhere in this newsletter.

- Special Interest Groups (SIGs) were discussed and consolidated from the eight appearing on the website to a more manageable four.

- Council extensively discussed the planning for the 13th World conference on CEE to be held 17-19 May 2012 in Valencia. See the WCCEE article elsewhere in this Newsletter and rapidly growing information on the IACEE website and at the conference website www.iacee2012wc.upv.es.

- As a part of the Organizational Sustainability strategic goal, President Nelson Baker asked Wim Van Petegem and Andy DiPaolo to determine necessary resources for IACEE to have a funded staff person to operate an office rather than the current volunteer situation.

- An awards committee was appointed, chaired by Katriina Schrey-Niemenmaa, to review the current IACEE Awards Program and recommend potential broadening.

- Now that the member database has been stabilized, Linda Krute led the Council through a discussion of various ways to begin to grow the IACEE membership.

- Future meetings were confirmed:

1. Executive Committee, 1 October 2011 in Lisbon, Portugal, in conjunction with the SEFI Annual Conference and the IFEEES Summit;

2. Executive Committee, 31 January 2012 in Orlando, Florida, USA, in conjunction with the ASEE Conference for Industry & Education Collaboration;

3. Council, 16 May and 19 May 2012 in Valencia, Spain in conjunction with the 13th WCCEE.

IACEE 2012 World Conference on CEE

Submitted by: Patricio Montesinos

IACEE was established to support and enhance lifelong technical education and training and advanced engineering education worldwide.

Pursuant to this objective, IACEE is working to bring you the chance to join and enjoy the IACEE 2012 World Conference on Continuing Engineering Education, which will take place in Valencia, Spain at Universitat Politècnica de Valencia on 17-19 May 2012.

With the 2012 World Conference IACEE encourages people to

come up with new solutions for competitiveness, innovation and the grand challenges. During the conference we invite you to share your reflections and to benchmark and disseminate your own and others' best practices, experiences and lessons learned. Topics will include CEE management, global innovation and economic development, instructional design, Internet use in CEE activities and the linking of industry, government and universities.

Conference Theme

Continuing Engineering Education: Solutions for competitiveness,
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innovation and grand challenges. "New ideas for tired programs, new missions and services."

Topics

- CEE Management: Leading the way on return of education metrics;
- CEE & Instructional Design;
- CEE & the Global Market: Global Innovation and Economic Development;
- CEE & Linking Industry, Government and Universities

Important Deadlines

- Registration dates and fees:
 - Early registration (before 31 March 2012): 450€ for members and 550€ for non-members
 - From 1 April 2012: 550€ for members and 650€ for non-members
- Deadline for abstracts: 5 December 2011
- Selected papers notification: before 5 January 2012
- Deadline for accepted papers: 5 March 2012
- Pre-conference seminars: 15 & 16 May 2012
- Conference dates: 17 to 19 May 2012

Contact Information

- Conference Website: www.iacee2012wc.upv.es
- Chairs: Patricio Montesinos (pmontesi@cfp.upv.es) and Nelson Baker (nelson.baker@dlpe.gatech.edu)
- Stay updated on our progress by joining our LinkedIn group: **IACEE 2012 World Conference on Continuing Engineering Education**



Solicitation of 2012-2014 IACEE Council Nominees

Submitted by: Frank Burris

IACEE's principal governing body is the IACEE Council, which has 19 voting members plus a non-voting Secretary General whom the Council appoints. Our Council consists of an elected President, the immediate Past President, the appointed Secretary General, representatives from three Regional Leader Organizations (ASEE, CACEE and SEFI) who are appointed by their organizations, and 14 elected representatives from our four other membership types. Current membership distribution requires these 14 to be apportioned as follows:

- 8 Representatives of Academic Institutions and Other Coordinators and Providers of CEE
- 4 Representatives of Individual Members
- 1 Representative of Professional Organizations and Societies
- 1 Representative of Industrial Organizations and Companies

The President plus these 14 elected representatives to Council are drawn from across the world and elected on a biennial basis at the General Membership Meeting (GMM), which is held during each World Conference on Continuing Engineering Education (WCCEE). The next GMM will be held on 18 May 2012 at the 13th WCCEE in Valencia. The IACEE Council meets annually and elects four of its members to join the President, Past President, and Secretary General on the IACEE Executive Committee, which meets more frequently upon the call of the President. Ideas are

developed and decisions are made through the Council; thus this body shapes the direction of IACEE.

Perhaps you think you might like to be considered for Council, you might wish to nominate another member for Council, or maybe you have some ideas for IACEE that you wish to put forward. If you wish to recommend a Council candidate or self-nominate, please contact Mervyn Jones at m.jones@imperial.ac.uk who, as Immediate Past President, chairs the Nominating Committee and send a copy to Secretary General Frank Burris at f.burris@iacee.org. **Acceptance of a Council nomination requires that the nominee be able to support his/her travel to participate in the mandatory annual Council meeting, which moves annually to different locations in the world.** We hope to hear from you soon!



Frank Burris

IACEE Financial Report

Submitted by: Frank Burris

At the mid-point of our 2011 fiscal year on 30 June, a balance of \$22,730.57 was carried forward. Transactions from that time through 5 September 2011 are shown in the following:

Balance Forward on 30 June 2011	\$22,730.57
Dues Income	\$1,866.00
IACEE Quality Program Fees	\$2,250.00
Total Income	\$26,846.57
Vieth Consulting Fees (website, MMS, etc.)	\$152.00
Wells Fargo Bank & PayPal Fees	\$216.45
Secretary General Travel Expense (Council Mtg.)	\$1,959.81
IACEE Quality Program Expense	\$2,747.50
Total Expense	\$5,075.76
NET	\$21,770.81

Please contact Frank Burris at f.burris@iacee.org for any further financial details.

IACEE Calendar Items

IACEE Executive Committee Meeting

October 1, 2011
Lisbon, Portugal

IACEE Executive Committee Meeting

January 31, 2012
Orlando, Florida, USA

13th IACEE World Conference on CEE

May 17-19, 2012
Valencia, Spain

Stanford Design Program Teaches "The Art of Innovation"

Submitted by: Andy DiPaolo and Joyce Rice



Joyce Rice
Director of Marketing

For three days in June, Stanford University's School of Engineering opens its design labs and classrooms for a professional education program called the Stanford Innovation Masters Series: Design Thinking and the Art of Innovation. Created for executives, business leaders, and project teams in both for-profit and nonprofit industries, this intensive program teaches innovation and strategic leadership in a hands-on, interactive and project-based manner. Participants from across the globe come to Stanford to learn research-proven

problem-solving skills from senior faculty who hail from the Department of Mechanical Engineering's Design Group and are also associated with the Hasso Plattner Institute for Design at Stanford.

What makes this program stand out? One key factor is the collaboration among eleven Stanford faculty members in conceptualizing and implementing the highly engaging and industry-relevant program. The faculty is renowned for their research in innovation and design and for their work with engineering firms and government agencies worldwide. Together they created the blueprint and executed the details for the masters series and are actively engaged in its shared success. In a university culture where individual achievements are most often recognized, the collaborative nature of this program is noteworthy. The faculty is so supportive and involved in the execution of the program that they participate wholly in the planning of the agenda and activities, attending each other's presentations for all three days and joining in participant activities and receptions. Feedback from faculty is incredibly positive. Some say that they have learned more about their fellow faculty through the experience of sitting

in on each other's presentations and participating in class activities, something that happens very infrequently during the rest of the year. This approach encourages greater collaboration, particularly in the strengthening of the design curriculum offered to Stanford students in residence.

This engagement benefits both faculty and participants' experiences. Radical collaboration—the process of bringing together diverse groups of individuals to work together on shared challenges—is on full display. Participants learn new techniques for problem solving—and problem finding—that they can bring back to their organizations, including creative brainstorming, prototyping, empathetic observation, and, of course, radical collaboration. They practice these techniques through hands-on exercises, games and simulations. One participant from the nonprofit sector shared that she has been able to create her own version of the innovation training for her staff as a result of participating in the Stanford program. "The program provided a good combination of teaching, doing, and making that can be applied directly to my job," she says. Another participant commented that "it was a deep dive into design thinking — an energetic experience."



Stanford mechanical engineering professors Bernard Roth and David Beach facilitate team collaborations on a design task

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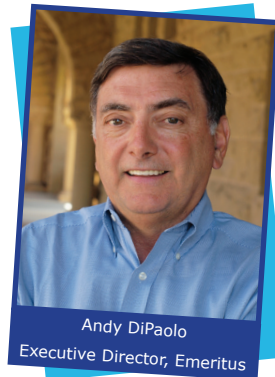


An Innovation Masters Course team tackles the challenge to move the ball from the table to the basket using available materials and without talking to each other

The marketing of the program utilizes social media, pre-session webinars and 1:1 electronic sales calls from the faculty program director to key corporate decision-makers from around the world in order to meet enrollment goals. Online advertising paid off dramatically, producing a diverse international audience of participants (more than 50% of the enrollments) that greatly enhanced the learning experience. Individuals not able to attend the on-campus se-

ries are provided an opportunity to enroll in the online version of the course, further expanding the audience. Students are also invited to a LinkedIn group after the completion of the course to stay connected. A focus on "the student as customer" fosters a climate where professional education participants return for additional learning, often online, as a result of their experiences on campus.

For more information on the Stanford Innovation Masters Series visit scpd.stanford.edu/design or contact Andy DiPaolo at adp@stanford.edu or Joyce Rice at joyce.rice@stanford.edu.



Andy DiPaolo
Executive Director, Emeritus

IACEE Quality Program Update

Submitted by: Kim Scalzo and Alfredo Soeiro



Kim Scalzo

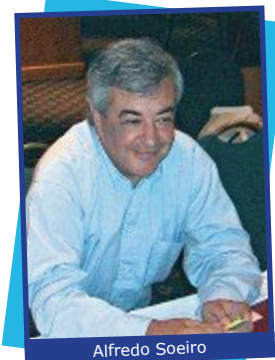
As mentioned in a variety of recent communications, the name of the series of IACEE projects known as DAETE, DAETE2 and DAETIX has been changed to "IACEE Quality Program." The adoption of the new name, during the 15-16 June 2011 IACEE Council meeting in Valencia, reflects the ownership of the project by IACEE and the content of the program. Also during the June Council meeting, the following program participation levels and fees were formally approved by the Council:

1. **Public User** (No charge) – This is intended for organizations who wish to use the tool primarily for their own self-assessment. Limited access to query the data from other organizations at the criterion level for benchmarking purposes is available.
2. **Identified Benchmarking Provider** (US\$200/year) – This is intended for organizations who want to go beyond their own organizational self-assessment to benchmarking for continuous improvement. This level provides users the capability to query the data from other organizations at the sub-criterion level for more detailed benchmarking and also provides access to best practices from other organizations. Data from Identified Benchmarking Providers is available for other users to see.
3. **Confidential Benchmarking Provider** (US\$800/year) – This level is the same as the Identified Benchmarking Provider in terms of access to data for benchmarking. However, data from Confidential Benchmarking Providers is NOT available for other users to see.
4. **Developer** (US\$750/year) – This is intended for Benchmarking Providers who also want to be involved in the future development of the IACEE Quality Program tools and offerings through IACEE. Developers must be approved by the IACEE Quality Program (IQP) Administrative Committee and

will be expected to participate as Benchmarking Providers. The IQP Administrative Committee is led by Alfredo Soeiro and includes Kim Scalzo, Patricio Montesinos, Nelson Baker and Wang Aiyi as members. Developers are encouraged to pursue separate research projects and make recommendations to the IACEE Administrative Committee toward the continued development of the IACEE Quality Program.

It was also decided at the June Council Meeting to implement the automation of the data collection, querying and reporting via a web-based platform to enable better and more scalable access to the self-assessment and benchmarking tools for the IACEE Quality Program. This implementation will be funded by the program participation fees of registered users. We encourage all institutional members to consider the benefits of the IACEE Quality Program for your own organization and register according to your preferred level of participation. As the number of registered users increases, the quality of the benchmarking data will only improve and be of greater value to all of us!

If you have questions about the IACEE Quality Program, want access to the IQP tools, or would like to join as a registered user, please contact Alfredo Soeiro (soeiro.alfredo@gmail.com) or Kim Scalzo (kscalzo@cpd.suny.edu).



Alfredo Soeiro

For more information on articles appearing in this newsletter, or to submit suggestions for future articles, please contact: **Phil O'Leary**, Department Chair, University of Wisconsin-Madison, Department of Engineering Professional Development, or Secretary General, **Frank Burris**.

CEE Manager Training Project Update

Submitted by: Patricia Hall



Patricia Hall

One of the strategies under goal one, Product and Services, defined in the current IACEE Strategic Plan (see details on the website www.iacee.org) was "to provide globally recognized manager training for continuing engineering educators." The concept for this project was introduced and accepted by the IACEE Council at its Singapore meeting last October.

The team members for this CEE Manager Training Project are Patricio Montesinos (Universitat Politecnica de Valencia - Spain), Phil O'Leary (University of Wisconsin - USA), Zhou Yuanqiang (Tsinghua University - China), and Pat Hall (University of Tulsa - USA).

In a previous newsletter, we discussed the development of a survey to determine the training needs of our IACEE membership. This survey was created and sent to all members of IACEE twice during this past summer. The results were as follows: We received a total of 18 responses. 67% were from universities, 17% industry, 6% independent, 11% other (retired or a corporation that is a provider of CEE training). Countries represented were

China, Indonesia, Spain, Canada, Colombia, Japan, Philippines, Finland and USA. The topics selected in the top five were (88% and above was the total percentage that ranked these topics either "Interested" or "Very Interested"):

- "Marketing Strategies: What Works, What Doesn't"
- "Demand Analysis: Needs and Future Needs"
- "Managing the Brand"
- "Learning & Delivery Technology Applications"
- "International and Global Competition"

The timeline specified for development and approval by the IACEE Council for the first pilot program is May 2012.

If you have additional comments, information, or expertise to share, please contact patricia-hall@utulsa.edu. And, if you would still like to respond to the Survey, please let me know so you can receive the link.

We look forward to serving the IACEE membership with excellent training programs in the near future.

IACEE Website Tips: Members' Area

Submitted by: Soma Chakrabarti



Soma Chakrabarti

In the March 2011 IACEE Newsletter (downloadable from www.iacee.org/docs/IACEE_Mar_2011_Newsletter_Final_110315.pdf), we had discussed five important features of the Members' Area of the IACEE website. In this newsletter, we will focus on another feature, the File Archive section. After logging

in as an IACEE member (the login area is located at the top right-hand side of every IACEE web page), you will be able to access many important documents in the File Archive section. Many of these documents will help you understand the strategic goals of IACEE and how each of these goals are gradually achieved by defining the action plans, the people responsible for each action and how far they have gone in achieving these goals. These documents change with time; therefore check them at least quarterly to monitor the progress of the Strategic Plan. At the time of this writing, we have six directories or folders in the File Archive section and each one of them has valuable information about the organization and how it serves continuing engineering educators and administrators. Following are the descriptions of the folders, linked to several documents:

- **13th WCCEE – Valencia Spain:** This contains several documents related to the development of the program for our next World Conference in May 2012. Its contents will be changing rapidly over the next several months.

- **2010 Council Agenda Attachments 16&19 October 2010:** This contains 13 documents supporting the 2010 annual Council Meeting held last October in Singapore.

- **2011 Council Agenda Attachments 15-16 June 2011:** This has 23 separate documents, each having important supporting information about the topics on the agenda of the 15-16 June 2011 Council Meeting in Valencia.

- **DAETE:** Here is an informative presentation in PDF about Development of Accreditation in Engineering Training and Education (<http://daete.up.pt/>), a self-assessment and benchmarking tool for continuing education providers, now being adopted by many organizations around the world.

- **Four Strategic Plan Goal Reports:** Compiled by the Vice Presidents responsible for the four strategic goals of IACEE, these reports clearly indicate the progress IACEE is making in achieving those goals. For a new continuing education administrator, these reports can also serve as templates for monitoring progress for his/her own organization or program's strategic plan.

- **IACEE Strategic Plan:** This is the road map for IACEE. By relating this plan with the Four Strategic Plan Goal Reports (updated periodically), a member can learn about the roles of each Council Member and his/her action plans.

After reviewing the File Archives section, if you have any question about any document or would like to be a part of this important strategic planning process, please let us know at info@iacee.org and we will be happy to answer.

Honors for IACEE Members

Submitted by: Frank Burris

IACEE Council Member Andy DiPaolo from Stanford University (USA) has been appointed a Fellow of the European Distance and E-Learning Network (EDEN), the professional association for open, distance and e-learning with members from 52 countries and over 430 institutions. Andy joins two other IACEE Council Members who are also EDEN Fellows: Wim Van Petegem, Katholieke Universiteit Leuven (Belgium) - 2007 and Alfredo Soeiro, University of Porto (Portugal) - 2008. The EDEN Fellow title is an acknowledgement of professional merit for individuals who have demonstrated excellence in professional practice in the field of flexible and distance learning and provided valued support to the evolution and progress of EDEN.

Upcoming ASEE Events

Global Symposium for Engineering Education

October 24-25, 2011
Shanghai, China

Conference for Industry and Education Collaboration

February 1-3, 2012
Orlando, Florida, USA

Annual Conference and Exposition

June 10-13, 2012
San Antonio, Texas, USA

Awards Development and Call for 2012 Nominees

Submitted by: Katriina Schrey-Niemenmaa



IACEE has had a long tradition of giving awards to help promote the importance of professional continuing education. Currently the IACEE Council is reviewing the existing awards program, with an eye toward strengthening it and perhaps expanding it in the near future. The Council invites comments from all IACEE members about the direction of these efforts.

Currently there are two awards that are made during the biennial cycle of the World Conferences on Continuing Engineering Education. These are the Joseph M. Biedenbach Distinguished Lectureship Award and the Glen L. Martin Award for Corporate Leadership in Continuing Engineering Education.

The Glen Martin Award is presented to a company that has shown special care and long-term commitment in the systematic development of its staff and the Biedenbach Award has been presented to an individual who has acted as a role model and shown great added value in promoting the importance and enabling the fulfillment of continuing engineering education. At the most recent World Conference held in Singapore last year the Glen Martin Award was made to the Baosteel Corporation in Shanghai and the Biedenbach Award to Mervyn Jones of Imperial College London.

The criteria for the Glen Martin Award were established in 1997, but may need revision in today's world. The criteria for the Biedenbach Award, on the other hand, have never been well-defined, although they have been somewhat implicitly understood. The possibility for additional awards is also being considered by the IACEE. Two examples are the possibility for an IACEE Quality Award and for the creation of a Fellow grade of membership.

Council is starting to discuss these possible additional awards. The Quality Award is to encourage the development of quality in the provision of CEE by IACEE members and might form part of a wider quality scheme, which might link to outcomes from the IACEE Quality Program. The Fellow grade of membership would recognize the outstanding service to the IACEE provided by an individual member — such as by a member of the Council — to advance the goals of the Association.

This is an excellent time for all the members of IACEE to take the opportunity to express their opinions and suggestions so that these can be considered in future development. If you have thoughts on awards, please convey them to Katriina Schrey-Niemenmaa (katriina.schrey@metropolia.fi), preferably prior to the next IACEE Executive Committee Meeting, which is to be held on 1 October in Lisbon, Portugal. Katriina chairs the IACEE Awards Committee, which also consists of Council members Sue Bray, Feng Aihua, and Mervyn Jones.

Bids Sought for 14th World Conference on CEE in Spring 2014 and Beyond

Submitted by: Frank Burris

IACEE continues to actively solicit bids for hosting the 14th World Conference on Continuing Engineering Education (WCCEE) in the spring of 2014 and for later years. The first 12 WCCEEs have been held in the following locations:

1979 Mexico City, Mexico
1983 Paris, France
1986 Orlando, Florida, USA
1989 Beijing, China

1992 Helsinki, Finland
1995 Sao Paulo/Rio de Janeiro, Brazil
1998 Turin, Italy
2001 Toronto, Canada
2004 Tokyo, Japan
2006 Vienna, Austria
2008 Atlanta, Georgia, USA
2010 Singapore, Singapore

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The 13th WCCEE is slated for 17-19 May 2012 in Valencia, Spain. In general, we have managed to achieve good geographic balance with the WCCEE locations over the past 22 years and we would like to maintain that balance. On the other hand, there are parts of the world such as Africa and Oceania that have never hosted a WCCEE and therefore could be very attractive locations

for 2014. If you or your institution has an interest in hosting the 14th WCCEE, please contact Secretary General Frank Burris (f.burris@iacee.org) and/or President Nelson Baker (n.baker@iacee.org) for bid information at your earliest opportunity. A six-page WCCEE Bid Manual has recently been revised and is available for sharing with anyone expressing an interest in hosting.

Continuing Education and Training: Baosteel's Beliefs and Practices

Submitted by: Feng Aihua



Baosteel Talent Development Institute (hereinafter "BTDI"), founded in August 2007, is a base for employee training, a base for management research, and a base for innovation activities of employees of Baosteel Group Corporation, headquartered in Shanghai, China. Its former name is Baosteel Educational & Training Center, set up in December 1979 when Baosteel began its first phase of plant construction.

Lifelong learning and education of employees has been the focus of Baosteel's training organization, matching up with the belief that employees' capabilities are the most fundamental and essential factors of competitiveness. Training as an input must be offered for employees prior to their contribution to company output. Actually in the past 30 years or more, 1.5% or more of the total employees' salary annually has been invested in training, while the staff, engineers and operation workers enjoy the benefits from this company policy.

Beliefs on training

Comparatively, BTDI pays much more attention to the position competency enhancement of employees, covering position abilities, vocational techniques, professional skills, corporate culture and humanities. Such a continuing education system strongly sustains the growth of the 3 talent teams, namely the team of business managers, project engineers and operation workers. Based on this, one of the company visions, "employees and company grow up together," is enabled.

Structure and system

BTDI consists of three training centers to satisfy the requirements of the three teams: (1) manager training center, (2) project engineer training center and (3) technician training center. In addition, the corporate culture training center, the e-learning education center and vocational skill appraisal center have also been operating for years. They support different training combinations and auxiliary facilities.

Baosteel's training system for managers, updated in 2008, is characterized by "5-Levels & 3-Progressive Phases," focusing on leadership enhancement. The trainees are from five different levels of company managers, including senior decision-making level (BS-F), senior management level (BS-E), operation level (BS-D), business sector level (BS-C), and on-site management level (BS-B). The training program for each level consists of three progressive phases such as basic training, post-qualification training and advancement training. This training system is closely connected with personal position promotion, paving the path for managers at different levels to enhance their competence.

The training system for engineers aims at the comprehensive enhancement of engineers' professional competence. It works for engineers at four different levels, namely the level for assistant engineer, district engineer, director engineer and chief engineer. Correspondingly, four series of programs are designed for them: post basics, professional qualifications, professional extension and application seminar.

The training system for operation workers in Baosteel is designed for their skills promotion. The main training programs include state vocational technique upgrading, post competence enhancement, and versatility cultivation, etc.



Practical features

1. "Training Programs designed and implemented every quarter for the Strategic Foresight of the Decision-Makers." The trainers are famous scholars and successful businessmen from home and abroad. They lecture on the latest business insights and best practices in the world, and predict the global and domestic situation, offering inspiration and advice for Baosteel's strategic orientation and management changes. The topics covered include "merger and integration," "strategic leadership", "high-performance organizational culture," "knowledge management" and "environmental business and operation," etc.
2. "Problem-solution-oriented Action Learning." From the perspective of action learning, we conduct chain-training to help on-site managers solve difficulties on quality and cost. The trainees from different sections of a certain production line are organized to make on-site diagnosis, find out the key factors and contribute their suggestions to form systematic solutions and put into practice. Once every quarter, the trainees check the progress and the effectiveness, so as to update the solution. In fact, this kind of training has been welcomed and applied to on-site management.

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3. "The Plan for Gold Apples." To develop first-class engineers in the steel industry, Baosteel has developed "The Plan for Gold Apples." Until now, 21 "Gold Apples" have been appointed from five pilot fields covering steel making technology, hot rolling plate technology, cold rolling plate technology, post cold rolling technology and automobile sheet production and application technology. They are working as the core leaders of the different teams responsible for the innovation and breakthrough in technology fields. Based on the plan, incentive policies and measures are taken to support the growth of the Gold Apples, offering them opportunities to take part in international exchanges and research programs. In addition, they are able to enjoy a huge investment in R&D and a better inspiration mode, including special training fund.

4. "Baosteel Learning System." As a vital part of the company knowledge management system, the learning system has been set up in BTDI and is currently being updated. The system supplies users with four functions, such as online learning for employees, management system for learning resources, learning implementation and learning assessment system, and a requirement and plan management system connected with e-HR network, a platform for employee to share Baosteel technologies and information.

5. "Focus on Leadership." On April 1, 2011, Baosteel Leadership Development Center, also called Baosteel Changshu Valley, costing 300 million RMB was unveiled. It is the base for Baosteel leadership training, the company's intellectual valley for strategy and management research, the platform for cooperative innovation between strategic partners and the window on the Baosteel brand image.



Baosteel (Changshu) Leadership Development Center

Insist on Open Policy and Enjoy Membership in IACEE

An Open Policy (for sharing) is popular in Baosteel, and also in BTDI as well. In April 1998, Baosteel became a member of the International Association for Continuing Engineering Education (IACEE). From then on, Baosteel has been active in various activities of IACEE.

IACEE advocates sustainable education in engineering. It is really a good platform for international exchange, professional experience sharing, collaboration between universities and business training organizations. Member of IACEE can enjoy many benefits, like sharing best practices, projects achievements and cooperation opportunity between universities and companies, etc.

Due to 30 years of outstanding continuing engineering education and training, and its remarkable contribution to the company's growth, Baosteel was granted the Martin Award by IACEE in 2010. With an admired reputation, BTDI has been inspired by the Baosteel President "to create a first-rate corporate university with Baosteel characteristics."

BTDI will be always open to cooperate with universities and company training organizations domestically and abroad, and with all members of IACEE. Contact Feng Aihua at fah@baosteel.com.

John P. Klus: A Remembrance (1935-2011)

IACEE and the continuing engineering education (CEE) profession lost a "Giant" early this month with the passing of Prof. John P. Klus on 2 September 2011 at age 76. Born in northern Wisconsin on June 13, 1935, John was drawn to Michigan Tech to begin his academic career, where he received his BS in 1957 and MS in 1961, with US Army service as a Research Engineer in between. John then went to the University of Wisconsin-Madison, where he earned his Ph.D. in Civil Engineering in 1965. He began his distinguished career in CEE as an Assistant Professor at UW Engineering Extension and later served for many years as Department Chair of what is now known as Engineering Professional Development (EPD). Early on he became a leader in the continuing professional development of technical personnel in the US and in the early seventies broadened his focus to the international scene.

In the mid-seventies he and two other notable ASEE Continuing Professional Development Division members (Joe Biedenbach and Chuck Sener) envisioned a series of international conferences on CEE. In 1979 the First World Conference on CEE (WCCEE) was held in Mexico City as the first of what has now become a biennial series of World Conferences on CEE, the thirteenth of which will be held next May in Valencia, Spain. During the eighties it became apparent that a permanent organization might well be necessary to, among other things, foster the continuation of the World Conferences on CEE. This activity came to fruition with the founding of our International Association for Continuing

Engineering education (IACEE) at the Fourth WCCEE in Beijing in 1989. John Klus was assigned Member #2 in IACEE and became the association's first President, serving for six years in that capacity until 1995.

John officially retired from his post at UW-Madison some years ago but has continued to work part-time for UW EPD and IACEE until just days before his passing. What is recounted above are mostly facts about an outstanding professional contributor. Those facts do not begin to measure the affective aspects of John's personality, drive, and impact. He has been a tremendous force for good in the development of CEE around the world. He has mentored many, if not most, of today's CEE leaders, always sharing himself and his experience in an honest and forthright manner. As these words are written five days after his death, tributes from colleagues around the world continue to pour in at IACEE Headquarters. He has, in a word, earned the stature of a "Giant" in our field. Those privileged to have worked with him admire him as a thinker, an innovator, a mover and a shaker, but also as a pretty "ordinary guy" who came to be loved and appreciated by those around him. He was always among the first to offer an "attaboy" or a "great job, keep up the good work" to those with whom he worked. His continual encouragement of others will be sorely missed.

He has been widely recognized in professional circles for his out-

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standing work, including being named a Fellow of the American Society for Engineering Education (ASEE) in 1989 and being twice honored (1976 and 1996) with the Joseph M. Biedenbach Distinguished Service Award of ASEE's CPD Division. The European Society for Engineering Education (SEFI) honored him with its 1987 Leonardo da Vinci Medal and IACEE honored him in 2001 with its Joseph M. Biedenbach Distinguished Lectureship Award. He also received two Fulbright Research Awards (1966 and 1985) during his career.

John had a long-term relationship with the Helsinki University of Technology (HUT), now Aalto University, that caused him to travel to Finland approximately four times per year over a long period of time and led to his long collaboration with Markku Markkula, who served as IACEE Secretary General for our first 12 years and presided over our IACEE headquarters in Finland from 1989-2001. HUT presented John with an Honorary Doctorate in 1994 for his contributions to continuing education, technology transfer, and new product development. John often embraced new projects and challenges with contagious enthusiasm. It was

important to him to "always leave a place better than the way you found it," which is exactly how he lived. The world will be a bit of a lesser place without him.

John loved the land of the upper Midwest and was most at home hunting or fishing in the wilds of that region of middle America. He leaves behind a devoted and loving family consisting of his wife Geri, four children and their spouses, six grandchildren, and three sisters. IACEE is deeply indebted to the Klus family for sharing John with all of us for so many years.



(Photo Courtesy of Michigan Tech University)

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