



Globalization Audit Task Force Report 2011

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Executive Summary

As one of the largest international associations for technical communicators, STC has a unique opportunity to lead the way toward a more globally aware and culturally considerate workforce. In the past several years, STC has come a long way in this regard, and having a global approach is one of the behaviors we highlight in our strategic plan. However, we have never formally assessed how we are doing in regard to globalization, but rather have reacted to issues as they have arisen.

The results of this audit will help us prioritize and become more proactive in our approach to globalization, particularly as it relates to member communication.

Results and Recommendations

While the focus of our efforts was on member communication, we found that many of the communication issues bled into other areas of the organization. In addition, we had a list of issues collected in previous years that we didn't want to lose sight of, as many of them have not yet been completely resolved. The issues primarily fall into the following categories:

- **Communication:** Close the feedback loop by following up; ensure that communication is both effective and appropriate; provided multiple channels to acquire information; use social media; remember that members are our customers.
- **Marketing/PR:** Hire a PR specialist; develop regional marketing plans; develop marketing for management/director/C-level; build up the corporate value program, particularly in Asia.
- **Education:** Continue to expand the webinars into other time zones; ensure/measure quality of webinars and courses; keep information up on the site, even when registration isn't open; do more regional conferences/workshops.
- **Financial:** Support multicurrency; allow EFT; rethink the model for international communities by considering a similar funding model to SIGs (avoids a lot of the legal and financial hassles we currently have).
- **Technical/Style Guide:** Set up custom page size for all printed documents that supports both letter and A4; make sure all forms and communication spell out the month; ensure that the address fields are internationalized; add fields to the member profile that allow members to indicate whether they are ex-pats, languages spoken, travel interests, etc.

Next Steps

Globalization and quality improvement are ongoing processes. It's important not to get overwhelmed by the volume of data or recommendations. Instead, take small pieces, such as easily implemented, inexpensive, high-value items and do those first. The feeling of accomplishment will help build momentum for the more difficult tasks.

- Each team (e.g., marketing, communication, finance, etc.) reviews the recommendations for their area and chooses 1-2 tactical items to accomplish by end of Q3 2011. Repeat each quarter. These accomplishments could be tied to performance goals for the teams.
- For the more strategic recommendations, the Board and executive staff review the recommendations and incorporate them into the strategic plan and into the annual budget. Implement at least one per year.
- Continue posting to the News & Notes blog about globalization issues.
- Write an Intercom article about the globalization efforts
- Enlist the help of the ITC SIG, Europe SIG, Canadian Issues SIG, to continue educating members about multi-cultural communication.
- Continue to build depth in the sessions, webinars, and course offerings on globalization topics.
- Build partnerships with related organizations that enable both to gain revenue.
- Periodically re-audit to see how we are doing.



Introduction

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.

As one of the largest international associations for technical communicators, STC has a unique opportunity to lead the way toward a more globally aware and culturally considerate workforce. In the past several years, STC has come a long way in this regard, and having a global approach is one of the behaviors we highlight in our strategic plan. However, we have never formally assessed how we are doing in regard to globalization, but rather have reacted to issues as they have arisen.

The results of this audit will help us prioritize and become more proactive in our approach to globalization, particularly as it relates to member communication.

Background

In 2006, then STC board member Jim Romano asked Kit Brown-Hoekstra and Mak Pandit to help him support international members and communities by responding to questions and connecting with community leaders. Over time, these efforts included surveying international community leaders to identify their needs and pain points, advising the office and board about issues that arose, making recommendations to the board and office about changes we could make to better support all our members, participating in strategic planning discussions, reviewing the community handbooks for globalization issues, and responding to requests for assistance from the LCR and from the international community leaders. However, these initial efforts were largely reactive—we responded to issues as they arose, rather than proactively identifying a direction.

In 2008, the committee, board rep, and office decided it was time to do a globalization audit of the entire organization and began gearing up for this effort, setting budgets and gathering volunteers. However, the financial crisis derailed these efforts, and at the same time, several volunteers experienced serious personal crises.

In early 2010, Kit was asked to reform the Global Strategies committee as the Globalization Audit Task Force and to focus the audit on member communication, with no budget. (See Appendix A for a list of team members.) When Project Phoenix arose in late summer 2010, the GATF was again asked to refocus, this time on helping the Phoenix team evaluate the STC website for internationalization and globalization issues, which we did.

In addition, the GATF members conducted "people on the street" interviews and gathered issues from the various list serves and forums. Along the way, we have assisted the office in resolving issues related to affiliation agreements, determining a course of action regarding our response to the LISA shutdown and to tekcom's forays into Asia, as well as



advising on several other smaller issues related to globalization. (See Appendix A for a list of Team Members 2010-11).

Purpose

The original purpose of this audit was to formally identify how well-globalized STC is as an organization and to determine what issues we need to resolve, and in what order we need to resolve them. Establishing a baseline would allow us to periodically re-assess our progress toward globalization. Originally, this audit was intended to provide fodder for strategic planning; however, the reduced scope resulted in primarily tactical recommendations.

This was not intended to be a finger-pointing exercise, but rather to identify issues as objectively as possible so that we can begin working together toward solving problems and building STC into an exemplar of an effective, global, professional association.

Scope

Identify the key areas where STC can change its member-facing communications to be less US-centric and project a more global image.

Due to time and budget constraints, this audit was limited to reviewing the website content and to conducting "people on the street" interviews of a small sample of international members. This report contains the recommendations that arose from these activities.

Goals

- Identify key areas where STC can change its member-facing communications to be less U.S.-centric and project a more global image
- Identify areas where STC can improve global member value while generating recurring, non-dues revenue. (Appendix B provides a business case for globalization.)
- Identify best practices and areas where STC can contribute to the definition and promotion of the profession worldwide.
- Establish a standard for competency, globally improving the practice of technical communication.
- Follow the STC Code of Ethics while conducting the audit.

Activities

During the past year, the GATF has performed the following activities:

- Collected a list of globalization issues from STC list serves, forums, conversations with members, past issues that the committee dealt with.



- Reviewed the old website content for globalization issues
- Conducted a survey of international members to determine what their needs are and where their pain points are.
- Provided advice and assistance to the board and office as requested.
- Wrote articles for the STC News and Notes blog.

Results

While the focus of our efforts was on member communication, we found that many of the communication issues bled into other areas of the organization. In addition, we had a list of issues collected in previous years that we didn't want to lose sight of, as many of them have not yet been completely resolved.

Survey

We surveyed 60 members who are not officers in a community or at the Society level, and who are geographically dispersed. Twelve responded (20%). The responses were collected using personal interviews and via email. Some of the challenges in collecting the data are indicative of the issues any global organization faces when trying to communicate with members in other time zones. Table 1 describes the responses. (See Appendix C for the interview script.)

Table 1. Survey Responses

<i>Question</i>	<i>Summary of Responses</i>
Years in STC	1-20 years; average 6.25 yrs
Reason Joined	<ul style="list-style-type: none"> ▪ Do translation and am interested in technical writing ▪ Resources important to professional development ▪ Learn and get training, mentoring, support ▪ News about the profession ▪ Networking ▪ Company pays for membership ▪ Stay connected ▪ ASTC not that active; STC has many more resources ▪ New to industry ▪ Looks good on résumé
Chapter Affiliation	<ul style="list-style-type: none"> ▪ Tokyo ▪ Singapore ▪ NYC Metro ▪ Australia ▪ Edmonton ▪ Toronto ▪ UK & Ireland

<i>Question</i>	<i>Summary of Responses</i>
Number of Chapter Event Attended Each Year	<ul style="list-style-type: none"> ▪ 10 said 0 either because no chapter exists in their locale or it's too far away ▪ 2 said 3-4
Volunteer for chapter	<ul style="list-style-type: none"> ▪ 1 is greeter at meetings ▪ 1 is newsletter editor ▪ 3 Would like to get more involved in STC
Sig membership	<ul style="list-style-type: none"> ▪ ITC ▪ Marketing ▪ Technical Editing ▪ IA ▪ Usability ▪ Canadian Issues ▪ Lone Writers ▪ Management ▪ Europe ▪ Single Sourcing
Participation in SIG	<ul style="list-style-type: none"> ▪ Trying to organize a chat/webinar for Asia ▪ Read Newsletter and website ▪ Can't figure out how to interact ▪ Email list ▪ Time zone issues preclude much interaction ▪ Surveys ▪ Would attend webinars if they were at a convenient time for Australia
Participation in STC	<ul style="list-style-type: none"> ▪ Read publications (100% mentioned the importance of the publications) ▪ Webinars (sometimes get up at 3am to participate) ▪ Email lists ▪ Read website ▪ Download presentations ▪ Attended Paris conference, annual conference, UK conference, TransEurope (1x each) ▪ Participated in Certificate Training course ▪ Republish articles in local newsletter ▪ Download articles ▪ Can't figure out how to participate more from here
Motivation for Participating	<ul style="list-style-type: none"> ▪ Interest in subject ▪ Passion to make things happen ▪ Would do more if STC had chapter here ▪ Discussions ▪ Social opportunities/Networking ▪ Mentoring ▪ Training ▪ Speaking ▪ Applicability to current work ▪ Time ▪ If someone reached out to me and asked



Question	Summary of Responses																												
<p>Frequency of Accessing Publications Each Year</p>	<p style="text-align: center;">Frequency of Accessing Publications</p> <table border="1"> <caption>Data for Frequency of Accessing Publications</caption> <thead> <tr> <th>Publication</th> <th>0 (Never)</th> <th>1</th> <th>2</th> <th>3</th> <th>4</th> <th>5 (Always)</th> </tr> </thead> <tbody> <tr> <td>Website</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Tech Com Journal</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> <tr> <td>Intercom</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> <td>1</td> </tr> </tbody> </table>	Publication	0 (Never)	1	2	3	4	5 (Always)	Website	1	1	1	1	1	1	Tech Com Journal	1	1	1	1	1	1	Intercom	1	1	1	1	1	1
Publication	0 (Never)	1	2	3	4	5 (Always)																							
Website	1	1	1	1	1	1																							
Tech Com Journal	1	1	1	1	1	1																							
Intercom	1	1	1	1	1	1																							
<p>Most important member benefit</p>	<ul style="list-style-type: none"> ▪ Contact with colleagues ▪ Information about profession, developments, research ▪ Publications—provide access to other people's views; vital as lone writer ▪ Something to put on my résumé; stand out from other TCs ▪ SIG discussions ▪ Access to job bank if I need it ▪ Archives on the website ▪ Trends and latest information ▪ Webinars ▪ Professional Development ▪ Email lists and forums 																												
<p>Wish STC did more of</p>	<ul style="list-style-type: none"> ▪ Webinars in my time zone (100% respondents) ▪ Local activities ▪ More specific, less expensive training that is specific to my industry ▪ Be able to attend chapter events virtually ▪ Would like to start a local group to promote profession and raise standards here (Taiwan) ▪ Trends analysis from thought leaders ▪ Lower cost webinars ▪ Engage members/reach out to them ▪ Salary survey for my country ▪ Market to management about our value ▪ Career data and information (see glassdoor.com) ▪ Lower membership rates ▪ Premium content ▪ Demonstrate value for the money 																												



<i>Question</i>	<i>Summary of Responses</i>
Wish STC did less of	<ul style="list-style-type: none">▪ Nothing▪ Don't know enough yet to say▪ Too focused on software industry▪ Not sure about certification and what it means to me; is this really a good use of effort and money?▪ Competitions seem too Microsoft focused
Boss/colleagues aware of STC; perspective on STC	<ul style="list-style-type: none">▪ Yes, but view as a US thing▪ Cost is off-putting and many don't see a need to join anything▪ Absolutely unaware not only of STC but also of profession; lots of opportunities to educate management here (Taiwan); focus on technology companies▪ Boss knows because I told her; am signing up colleagues▪ Writers here wouldn't be able to get jobs in the West because of lack of training (even if their title is sr writer)▪ Promoted STC at my work, but many colleagues seem reluctant to network▪ I share my STC pubs with my team▪ Only vaguely▪ Yes, I often use the articles in the pubs to help make a point or solve a disagreement▪ Would like my company to become a corporate sponsor
Other professional organizations	<ul style="list-style-type: none">▪ ASIS&T▪ UPA▪ ASTC▪ FOD (Friends of Open Document)▪ Society of Editors▪ Toastmasters▪ Literacy efforts at local library
Participation in Other Organizations	<ul style="list-style-type: none">▪ Newsletter editor▪ Voted occasionally▪ Attended meetings▪ Division governor▪ Trustee on library board



Question	Summary of Responses
Comparison of other organization to STC	<ul style="list-style-type: none"> ▪ STC is less political ▪ STC has more content and better offerings ▪ STC is more expensive ▪ If STC could adopt a Toastmaster model, wouldn't that be great. We started a Toastmasters group at work with 27 members, out of 140. ▪ Toastmasters has a number of LinkedIn groups at various levels, a lot of camaraderie. It would be great if we could get to that point with STC. I didn't check if the Toronto STC chapter had a LinkedIn had a group. I would think if they did that they would invite me to join, which is what happened with Toastmasters. (Even at the top level, STC does not encourage members to join the LinkedIn group.) ▪ Toastmaster is unique in that they are able to show value for what your membership gives you and they are all about a supportive and encouraging environment. If you go through the whole program, you will know about engaging membership, marketing, public relations, and have many business skills. The volunteers get a lot out of it, and that growth is recognized. Now earned distinguished toastmaster, which is as high as you can go. They propelled me along with their structure. And I see the value, seeing other members discovering communication skills they didn't have and improving their skills. And they do it for so little money. ▪ Members want to strut their stuff and be recognized. If you could get that kind of enthusiasm in STC competitions, it would be phenomenal. ▪ Toastmasters has an international conference, but they also have district conferences and rotate between various divisions within the district. And that I pay for myself, because I get a lot of value out of that. ▪ Value is very visible [in Toastmasters]. ▪ Perhaps we could have designations or levels to say a member has performed certain functions in STC, so people have inspiration to reach the next level. ▪ Toastmaster international only has 17 employees
Education opportunities STC should offer	<ul style="list-style-type: none"> ▪ Asian webinars ▪ Basic TC online ▪ More online courses in my time zone ▪ Tutorial times/mentoring ▪ Very basic comprehensive grammar ▪ Regional conferences/workshops ▪ Tech Com 101 is great! We need more classes like that
Most important learning opportunity	<ul style="list-style-type: none"> ▪ Webinars and publications but price is too steep for webinars ▪ Longer, graded online courses ▪ Online courses ▪ Feedback on work ▪ Online moderated mentoring/feedback group ▪ Instructor-led courses



<i>Question</i>	<i>Summary of Responses</i>
Most interesting technical communication topics	<ul style="list-style-type: none"> ▪ Social media ▪ Wikis ▪ Technology for single sourcing ▪ DITA ▪ Tool comparison ▪ Online help ▪ ISO certification (documenting for) ▪ Industry-specific doc requirements (e.g., Sarbanes-Oxley) ▪ Policies & procedures ▪ Business writing ▪ Technical editing ▪ Plain English ▪ Trends ▪ Marketing communication ▪ Project management ▪ Cross-cultural communication ▪ Usability ▪ Instructional Design ▪ Types of writing
Reasons for attending (or not) STC conference	<ul style="list-style-type: none"> ▪ Too far ▪ Too expensive, company won't support overseas travel ▪ Lack of time ▪ Would go if it was closer to Australia/New Zealand ▪ Would go if it was in Hong Kong, Singapore, China, or even Japan or Korea ▪ Get value from sessions and professional connections when I do go ▪ Would love to go but it's too far
Date/time format	<ul style="list-style-type: none"> ▪ Day-Month-Year (with month spelled out) ▪ Time needs to include GMT to be clear ▪ Several prefer 24 hour clock others prefer clock face
Frequency of working with people outside home country	<ul style="list-style-type: none"> ▪ 5 Daily ▪ 1 Frequently ▪ 2 Occasionally ▪ 2 Never
Countries you work with	<ul style="list-style-type: none"> ▪ US ▪ UK ▪ Ireland ▪ France ▪ China ▪ India ▪ Canada ▪ Singapore



Question	Summary of Responses
Need to understand other cultures and how acquire the knowledge	<ul style="list-style-type: none"> ▪ 7 Yes ▪ 2 No ▪ Generally PMs talk about it at the beginning or I ask(e.g., name order and level of formality, perception of Qs) ▪ First degree is in Asian studies ▪ Traveling and living ▪ Study and experience ▪ Internet ▪ Company did orientation for ex-pats ▪ Internal training ▪ Learning on your feet ▪ Books ▪ Company very diverse
Company has globalization training	2 Yes
Globalization training includes families	100% No
Lived or worked outside home country	<ul style="list-style-type: none"> ▪ 6 Yes
Where born	<ul style="list-style-type: none"> ▪ South Africa ▪ UK ▪ US ▪ Canada ▪ Iceland ▪ Portugal
Where ex-pat	<ul style="list-style-type: none"> ▪ Israel ▪ Australia ▪ Singapore ▪ France ▪ US ▪ Taiwan ▪ China ▪ Saudi Arabia ▪ Korea ▪ Denmark
Travel	<ul style="list-style-type: none"> ▪ US ▪ Europe ▪ Taiwan ▪ China ▪ Portugal ▪ Canada ▪ US ▪ UK ▪ South Africa
Number of languages	Range 1-6, average 2



Question	Summary of Responses
Languages Spoken	<ul style="list-style-type: none"> ▪ English (inc. US, Australian, NZ, Indian) ▪ Japanese ▪ Chinese (Mandarin & Cantonese) ▪ French ▪ German ▪ Danish ▪ Hebrew ▪ Afrikaans ▪ Icelandic
Language used for work interactions	<ul style="list-style-type: none"> ▪ English ▪ Icelandic/Danish ▪ Chinese (both Mandarin and Cantonese)
Language used for deliverables	<ul style="list-style-type: none"> ▪ English
Job title	<ul style="list-style-type: none"> ▪ Technical Publications Author ▪ Technical Communicator ▪ Sr Manager Documentation and Localization ▪ Intermediate Technical Writer ▪ Staff Technical Writer ▪ Documentation Manager ▪ Business Writer/Consultant ▪ Technical Communications Manager ▪ Translator ▪ Information Architect ▪ Sr Technical Writing Manager ▪ Technical Writer
Years of experience	4-23 yrs; ave. 7yrs; + 1 person w/ 20 yrs as translator and 7 as IA
Years with current employer	<ul style="list-style-type: none"> ▪ New-23 yr (average is 5 yr) ▪ 2 Self-employed
Industry	<ul style="list-style-type: none"> ▪ Telecom ▪ Biomedical ▪ Defense ▪ Consumer Electronics ▪ Semiconductors ▪ Localization ▪ Equipment manufacturing ▪ Financial

Website Audit

The website audit covered most sections of the website, with the member-related pages receiving the highest priority. The team reviewed over 50+ pages of the old website. The Phoenix Team was to use these comments when developing content for the new site. While we focused on globalization issues, we also noted usability, accessibility, and other issues as we found them. (See Table 2.)

Note: We have not reviewed the new site yet to see how many of these issues were resolved with the new site. Once the social networking area is ready, a team should do a follow-up review.

Table 2. Website Audit Results Dec. 2010

Page Title	Comments
Home page	<ul style="list-style-type: none"> ▪ 404 error unless you enter the URL with a www. (Resolved)
Academic database	<ul style="list-style-type: none"> ▪ US/Canada focus ▪ International scholarships suspended ▪ Clunky navigation
Jobs database	<ul style="list-style-type: none"> ▪ US/Canada focus ▪ Job search advice doesn't work in other regions
24/7 Webinars	<ul style="list-style-type: none"> ▪ 24/7 is idiomatic ▪ Currency says just \$ without indicating that it's USD ▪ No currency conversion help available ▪ List isn't searchable
Moodle Login	<ul style="list-style-type: none"> ▪ Overall usability is an issue ▪ Font is difficult to read ▪ Too much scrolling required to get to information ▪ Headings don't follow expected rules
Conference Proceedings	<ul style="list-style-type: none"> ▪ Usability is primary issue ▪ Not easily searchable ▪ Missing archives from past conferences
Summit@Click	<ul style="list-style-type: none"> ▪ Currency doesn't state USD ▪ Only takes credit cards; EFT is more common outside N America ▪ Archives missing ▪ Poor UI: difficult to read and crowded
Chapter Grants and Loans	<ul style="list-style-type: none"> ▪ Not detailed enough about requirements; no link to paperwork/web form ▪ Writing isn't clear ▪ Not clear whether international chapters can access
Research Grants	<ul style="list-style-type: none"> ▪ Not detailed enough about requirements; no link to paperwork/web form ▪ No link to outcome of research and how it was used; where it was published ▪ No way to donate

Page Title	Comments
Scholarships	<ul style="list-style-type: none"> ▪ US/Canada only ▪ Chapter bias; should say Community Scholarships ▪ List is incomplete ▪ No way to donate ▪ No way to add to the list ▪ Contact information and where/how to apply often missing ▪ Typos and grammatical errors
LiveLearn	<ul style="list-style-type: none"> ▪ No archive ▪ Shouldn't have to double login; if I'm logged into STC, my login should work here too ▪ Page design needs work, font is too small
For the Manager pages	<ul style="list-style-type: none"> ▪ Inconsistent capitalization, idiomatic writing, with long sentences ▪ Inconsistent style to pages ▪ Old content ▪ Content doesn't tell you how to find and hire a TC or how to verify skills
TW vs TC	<ul style="list-style-type: none"> ▪ Salary survey is US only; need something to balance ▪ add information about the real differences between TC and others ▪ de-emphasize the DOL listing information or at least balance it with real-world info about how this is applied ▪ call to action for TCs to lobby their labor ministries for similar re-definition ▪ What is STC doing to extend this outside US?
Board of Directors Staff Directory	<ul style="list-style-type: none"> ▪ Need to add link to roles definitions ▪ 1-2 sentences needed about how Board relates to Staff ▪ Committees info needs to be more clear about what they do and how they relate to the BOD ▪ Underlying board docs can be confusing
Feedback form	<ul style="list-style-type: none"> ▪ Unclear how to use for site feedback or for contacting the office (partially resolved with the GetSatisfaction module) ▪ Not sure this is the right spot to push FAQs ▪ Get advice from UUX people
FAQs	<ul style="list-style-type: none"> ▪ FAQs need to be searchable and organized ▪ Need to be actual FAQs as opposed to something someone thought might be asked ▪ People seem unaware that this page exists (based on forum and list Qs) ▪ Some are poorly written and lack links to the relevant part of the site
For the Press	<ul style="list-style-type: none"> ▪ Needs to be redone as it's not aimed clearly at journalists ▪ US focused ▪ FAQs are typical of what press might ask, but many of them also apply to people who might be interested in joining



Page Title	Comments
Project Phoenix	<ul style="list-style-type: none"> ▪ Not enough details ▪ Pictures of people are all Caucasian and all in business suits ▪ How/when do people come to this page? ▪ Lots of marketing fluff phrases "value proposition"; need to define in context of this project ▪ This should move to part of the STC history once the initial implementation is complete
Diversity Policy	<ul style="list-style-type: none"> ▪ Too focused on faith ▪ Should be HTML not PDF ▪ Needs to be relooked at and rewritten. This is a tricky subject.
Related Organizations	<ul style="list-style-type: none"> ▪ US-focused ▪ Name of page is too vague; is this a random collection or groups that we have specific agreements with? ▪ Message is unclear; why are some organizations included and not others?
Background and history	<ul style="list-style-type: none"> ▪ US-focused but that's our history ▪ Rework to add in our increasing global awareness ▪ Tell the story in a more interesting way ▪ Page coding is broken ▪ Information is outdated and ignores SIGs
About STC, Vision and Strategic Plan	<ul style="list-style-type: none"> ▪ Poor layout leads to lack of clarity ▪ Strategic plan and vision should be separate pages ▪ Page coding is broken
Telling Our Powerful Story	<ul style="list-style-type: none"> ▪ Some message confusion value of TC vs telling our story ▪ Mountain top image is a bit of a <i>non sequitur</i> ▪ Who is Our? Need to clarify between society and profession ▪ Links go to PDFs; they should go to HTML ▪ Writing is unclear ▪ Link text not meaningful enough
Learn more about TC	<ul style="list-style-type: none"> ▪ Profiles are all N America ▪ Title doesn't indicate that these are profiles of people
STC members skills and duties	<ul style="list-style-type: none"> ▪ Profiles are all N America ▪ Not clear how this differs from the learn more page
LCR homepage	<ul style="list-style-type: none"> ▪ Use HTML not PDF ▪ Information is outdated ▪ Links don't always go to leadership how-to (e.g., dues link goes to renewing my dues not to how to encourage members to renew) ▪ No what's new info
Podcasts	<ul style="list-style-type: none"> ▪ Old content from Linda O's term ▪ Only one in the list ▪ Are these for leaders or for members? ▪ Clarify title of page to be "STC Leadership Podcasts"
Community Reports	<ul style="list-style-type: none"> ▪ Address info is US-focused ▪ Links to this need to be more prominent in the leadership area of site ▪ Work on accessibility of reports

<i>Page Title</i>	<i>Comments</i>
STC Ethical Principles	<ul style="list-style-type: none"> ▪ Very general ▪ What do TCs do if adhering to these principles violate local laws?
Community Finances	<ul style="list-style-type: none"> ▪ IRS mentioned multiple times without clarifying that that is the US tax authority; no references to similar institutions in other countries ▪ No information for chapters outside the US
STC Health Insurance	<ul style="list-style-type: none"> ▪ US only; and not all states but this isn't stated anywhere ▪ Benefits that only apply to a particular region should be separated out from the general ones ▪ Parity needs to exist in member benefits (this means that, while benefits do not need to be exactly the same across the board, they do need to be of equivalent value)

Issues/Ideas Brought to Our Attention

This list contains issues that have been brought to STC's attention over the years. Where the status is known, it is indicated. (See Table 3.)

Table 3. Additional Issues/Ideas

<i>Issue/Idea</i>	<i>Explanation</i>	<i>Date Provided</i>	<i>Status (if known)</i>
Sister community Program	Partnering communities in STC to build multicultural understanding; was mentioned at May meeting but who is in charge and leading this?	May 1, 2006	
Benefits available to members	Not all members have equal access to all the STC benefits	May 1, 2006	Discussions are ongoing on how to do this effectively
Multilingual competitions	Europe wants to hold multilingual competitions, but is concerned about how these entries can be judged effectively at the international level	May 1, 2004	European chapters are doing this; maybe should consider expanding to include society-level competition
Localization vendor perceptions of exhibit value	Several localization vendors have mentioned their dismay at the value they get from the STC exhibits at the conference, as well as at the low level of knowledge most STC members seem to exhibit	January 1, 2006	Situation is improving, with ITC SIG and others reaching out more to the vendors
International sessions at conference; more advanced topics	Several members complained about the dearth of I18N topics at the conference, as well as about the lack of depth to the ones that were presented	May 1, 2006	ITC SIG works to get the word out before each conference and to encourage members to submit proposals; there was a track at several Summits; sessions are still really basic, would like to get more expert-level sessions on these topics



<i>Issue/Idea</i>	<i>Explanation</i>	<i>Date Provided</i>	<i>Status (if known)</i>
Webinars	Currently webinars are produced at a time that is most convenient for people on the East coast of N America; costs are prohibitive for some international members; and the webinar cannot be downloaded at a later time.	May 1, 2006	<ul style="list-style-type: none"> ▪ Webinars are now available for downloading ▪ Some webinars are being offered at more convenient times; plans include expanding the offerings ▪ Cost has been adjusted but is still difficult in some countries
Multicurrency	Currently STC can only accept payment in USD. This makes things a bit difficult for international chapters	May 1, 2006	Still an issue
International Chapter Rebates	Due to regulations in some countries, some int'l chapters are only allowed to receive the rebates in their native currency. This is related to the multicurrency issue	May 1, 2006	Still being worked on?
Online payments	Currently only credit cards are allowed; need to expand to also allow EFT, as credit cards are more difficult to obtain in some countries	May 1, 2006	
Tier structure for membership	The new member model provided tiered payments to international members, so that we could better adjust the cost of membership to the cost of living and wages outside N America	May 1, 2006	Resolved and reviewed periodically
SIG bank accounts	Decentralizing the SIG bank accounts could be problematic because of the geographic dispersion of the SIG treasurers; any time the SIG treasurer changes, the SIG would have to change banks;	May 1, 2006	Resolved ; SIG bank accounts are managed by the office
Chapter formation outside N America	In some countries, chapters have to set up their own legal structure in order to operate under that country's laws about non-profits. This may require support from the STC office to accomplish (additional paperwork and so on)	May 1, 2006	<ul style="list-style-type: none"> ▪ Still an issue ▪ Affiliation agreements were reviewed in 2009-10

<i>Issue/Idea</i>	<i>Explanation</i>	<i>Date Provided</i>	<i>Status (if known)</i>
Awareness and respect for other cultures	There is an appalling lack of awareness and sensitivity toward other cultures in some parts of STC. Issues regularly arise on lists that either denigrate other cultures or simply show ignorance that the US way is not the only way	August 1, 2006	<ul style="list-style-type: none"> ▪ Still an issue, but improving ▪ Volunteers monitor lists to educate people as issues arise ▪ ITC Pavilion was an effort toward this ▪ Sessions at conference address this ▪ Intercom articles ▪ Blog postings ▪ webinars
Cross-cultural educational activities/exchanges/etc	Relates to the conference issue and to the lack of awareness issue; how to bring international exchanges to the fore outside the conference	May 1, 2006	<ul style="list-style-type: none"> ▪ Still an issue, but improving
STC global vision	Need to examine the wheel and see how global initiatives fit in with the larger organizational goals	May 1, 2006	<ul style="list-style-type: none"> ▪ Reviewed strategic plan & provided recommendations ▪ This audit ▪ Continued education of Board, Staff, and Members
New community support package	Need to figure out ways to assist new communities, particularly those outside N America with building membership and showing member value; this package would give new communities a way of reaching out to the members for a lower cost	September 1, 2006	<ul style="list-style-type: none"> ▪ Still an issue (several chapters folded in 2008-10) ▪ CAC working to address
Partnerships with localization orgs	GALA and ATA are interested in building closer ties to STC. LISA has already committed to a partnership	May 1, 2006	<ul style="list-style-type: none"> ▪ LISA is defunct ▪ GALA has always participated actively but there still is not a formal relationship ▪ Former ATA president was interested but nothing was done at BOD level
Public relations message for each locale	The STC message is not getting out effectively to many areas outside where we currently have chaps. Korea for e.g., had no idea we existed until a few months ago--now they have a chapter...we need to look at how the message gets out and how to access the target audience	May 1, 2006	<ul style="list-style-type: none"> ▪ This is an ongoing issue that seems to permeate the organization ▪ We need a PR specialist who can craft messages that are both appropriate and effective

<i>Issue/Idea</i>	<i>Explanation</i>	<i>Date Provided</i>	<i>Status (if known)</i>
Conference calls	International toll free numbers are needed to ease the burden for international members' participation in STC	May 1, 2006	<ul style="list-style-type: none"> ▪ Partially Resolved ▪ Genesys allows toll-free international dialing, but is clunky and not particularly user-friendly; and is expensive
Reimbursements for international members	International members are having to pay huge fees in some cases to bank their reimbursement checks; the reimbursement request process has been onerous, particularly for the small amounts being requested. Also related to the multicurrency issue	May 1, 2006	<ul style="list-style-type: none"> ▪ Partially Resolved ▪ Expense policy now allows electronic copies of receipts ▪ Multicurrency is still an issue
tekomp book on international technical communication	While not complete; it provides a good overview of the status of the profession worldwide. The office staff and board should have copies of the book	May 1, 2006	<ul style="list-style-type: none"> ▪ Partially Resolved ▪ Needs updating and making more consistent ▪ Possible partnership opportunity for STC and tekomp
Technology to support global membership	We need to make better use of existing technology to support global members; some of this is captured with the webinars and reporting issues, but this is more all-encompassing, and largely an awareness building thing for what tech is available and how can we be creative in our usage of it	May 1, 2006	<ul style="list-style-type: none"> ▪ Partially Resolved ▪ Website revamp should help some of this
Membership database data model	The current membership database model doesn't allow for effective tracking and distribution of historical data; related to the online form; community leaders and the board should be able to query the database using a web portal for reporting and metrics gathering purposes; reduces admin overhead, time to get info to int'l members and allows membership to respond and predict trends more quickly	May 1, 2001	<ul style="list-style-type: none"> ▪ Partially Resolved ▪ The member database implemented in 2007 is leaps and bounds better ▪ Reporting still needs improvement, e.g., in the area of user-generated reports ▪ Little historical info is posted anywhere at the moment
Leadership area so that community leaders can access metrics	Relates to the member database issue and the web forms issue	May 1, 2006	<ul style="list-style-type: none"> ▪ Resolved ▪ There is a leaders only area where we can download some information



<i>Issue/Idea</i>	<i>Explanation</i>	<i>Date Provided</i>	<i>Status (if known)</i>
Accessibility of publications	The electronic versions of the publications are currently distributed in PDF format; multi-column PDFs are difficult to read online and often take a long time to download on a slow connection; HTML versions of the articles would be more accessible; or single column PDFs that didn't take as long to load	May 1, 2006	<ul style="list-style-type: none"> ▪ Resolved ▪ Publications are now available in both HTML and PDF format
Multilingual website/searches in other languages	STC does not always show up on multilingual searches because it is in English; at least key words should be translated and the metadata set so that the info appears in regional and language searches	May 1, 2006	<ul style="list-style-type: none"> ▪ Still an issue ▪ Need to review the SEO and metadata for new website
Metadata	Similar issue to the multilingual searches; the STC site's metadata is so bad that it is difficult to find anything on the site; file names don't indicate contents, keyword searches turn up irrelevant info	May 1, 2006	<ul style="list-style-type: none"> ▪ Partially Resolved ▪ The new website needs to be evaluated for this issue
Online forms	All purchasing, information request, community leader report forms, competition forms, etc. should be available on the web and should be tied to the member database; this will reduce the paper and the time required for processing; all forms should be internationalized	May 1, 2001	<ul style="list-style-type: none"> ▪ Partially Resolved ▪ New website needs to be evaluated to ensure that all forms, including competition forms are available



Issue/Idea	Explanation	Date Provided	Status (if known)
Shipping costs for STC paraphernalia	35% surcharge on shipping is ridiculously high and an outdated approach to shipping items: "The order form for STC merchandise specifies that orders to be sent outside the USA carry a shipping charge of 35% of the order value. So, an order for 40 lapel pins will cost me US \$370. And then STC wants to charge me 35% of that, or \$129.50, to send the pins to me in England by regular Air Mail. I think this is a very outdated approach. My guess, the air mail cost will be 10 bucks. STC could FedEx them to me for \$50! Or as Ant Davey, our VP1 drily observed "For twice that I could fly there and collect them".	July 6, 2007	
Shipping costs for STC publications	In the same spirit, can we in some way address the current STC policy of charging extra to non-US members who wish to receive postal copies of Intercom? I think it costs me about an extra \$30 per year. Next year, I'm simply not gonna do it. I'll just stop reading Intercom. In the same way as, at the moment, STC UK's officers don't have lapel badges.	July 6, 2007	<ul style="list-style-type: none"> ▪ Resolved ▪ All STC publications are available electronically
Requests for US Tax info not applicable for non-US chapters/SIGs	"In my capacity as Treasurer of the UK Chapter I received an email reminder from the new communities director, Evelyn McCamey, about submitting the annual Chapter financial report. Although the form itself notes that United States IRS information is relevant for US Chapters only, Evelyn's email repeated the request for IRS information but did not say it was only for US Chapters. A very small thing, I know, but it annoyed me slightly, and I'd like to know how we can politely remind Evelyn that we are a global organisation."	July 25, 2007	<ul style="list-style-type: none"> ▪ Partially Resolved ▪ Still happens on occasion, but seems improved



Society for
Technical
Communication

<i>Issue/Idea</i>	<i>Explanation</i>	<i>Date Provided</i>	<i>Status (if known)</i>
Salary database	New salary database only includes US. Canadians are disappointed that they are losing that information as member benefit.	October 10, 2007	<ul style="list-style-type: none">▪ Still an issue▪ Office is working to figure out a way around this



Recommendations

The following recommendations arose from the website review, the surveys, and discussions with other members. The prioritization is the GATF's first pass at estimating impact, costs, and opportunities based on current information. Additional information from the staff or Board might change the rankings.

Website

These recommendations can be prioritized into the "perpetual beta" for the website. Most are relatively easy to do, but make the site more usable and more inclusive.

Table 4. Website Recommendations

<i>Recommendation</i>	<i>Ease of Implementation (fewer★ = easiest)</i>	<i>Impact</i>	<i>Cost (fewer★ = less)</i>	<i>Comment</i>
Make it easy for people to donate to scholarship funds, research grants, leave bequests, etc. A big donate button on these pages and as an item in the store would help.	★	High	★	Huge revenue opportunity
Include a language(s) field on the new social networking (allow members to select languages that they speak)	★	High	★★	
Format printable content so that it prints on both Letter and A4 (use custom page size of 8.27 X 11 inches)	★	Medium	★	
Conduct a follow-up content analysis to ensure that the pages flagged were fixed on the new site.	★★	High	★	
Create city/country parity for locations, chapters, etc. (examples: "Los Angeles, CA" and "Paris, France" is very US-centric, and seems to imply that the default location and center of the universe is the US)	★★	High	★	
Develop an STC style guide that identifies preferred terminology, formats, etc. (examples: date format, global membership (rather than US and non-US))	★★★★	High	★★	We need this "yesterday"
Train STC staff and Board on effective global communication	★★★★	High	★	Members have offered to do this pro bono
Include a travel section on the social networking	★	High	★★	

<i>Recommendation</i>	<i>Ease of Implementation (fewer★ = easiest)</i>	<i>Impact</i>	<i>Cost (fewer★ = less)</i>	<i>Comment</i>
Maintain archive of conference materials for more than one year. Solicit input from members for material that may have disappeared over the years so we have a complete archive.	★★	High	★★	

Survey

Many of these recommendations are relatively easy to implement and cost little, but have potential to expand our revenue streams or to protect existing ones (e.g., better support for members leads to higher renewal rates and improved customer satisfaction, which means that the staff can focus less on dealing with disgruntled members and more with implementing strategic objectives.)

When determining which recommendation to implement first, it's important to review ease of implementation compared to impact on the members, cost, and revenue opportunities. (See Table 5.)

Table 5. Recommendations that Arose from the Survey

Highlighting indicates groupings: **marketing**, **social networking**.

<i>Issue</i>	<i>Recommendation</i>	<i>Ease of Implementation (fewer★ = easiest)</i>	<i>Impact</i>	<i>Cost (fewer★ = less)</i>	<i>Revenue Opportunity</i>
So many have reported offering services and meeting only silence. Silence from STC (Board or office - not sure) is overwhelming, frustrating, and demotivating. Comments included terms like "black hole", "stonewall"...	<ul style="list-style-type: none"> Use the volunteers who volunteer! And remember to keep communicating with them. 	★★	High	★	Medium-High
	<ul style="list-style-type: none"> Close the feedback loop by acknowledging comments and following through on priorities 	★★	High	★★	Medium-High
	<ul style="list-style-type: none"> Communicate priorities and where suggestions fit in the overall scheme of things 	★★★	High	★★	Medium

<i>Issue</i>	<i>Recommendation</i>	<i>Ease of Implementation (fewer ★ = easiest)</i>	<i>Impact</i>	<i>Cost (fewer ★ = less)</i>	<i>Revenue Opportunity</i>
	<ul style="list-style-type: none"> Hire a PR person to help craft both the internal and external messages so that they are both effective and appropriate 	★★★★★	High	★★★	High
	<ul style="list-style-type: none"> Consider bringing in an organizational development consultant to assist in changing the dynamic (ala marriage counseling for organizations) 	★★★★★	High	★★★★★	Medium
New members are not contacted consistently by the communities they join. Communities have to pull down the member updates	<ul style="list-style-type: none"> Include URLs for the selected communities on the member's invoice. 	★	High	★	Medium-High
	<ul style="list-style-type: none"> Automate and push the member updates to communities weekly. 	★★	High	★★	Low-Medium
Ex-pats and others (particularly in Asia) are hungry for resources and information to do their jobs more effectively. Further, companies in Europe and Asia need a lot longer to go through the funding process. There is not currently enough lead time with the way the certificate courses are promoted.	<ul style="list-style-type: none"> Continue to expand live webinar offerings in other time zones, while maintaining or improving quality (every one of them said they wanted more). 	★	High	★★	High
	<ul style="list-style-type: none"> Push the Tech Comm 101 classes in Asia and expand the offerings. 	★	High	★	High
	<ul style="list-style-type: none"> Keep all courses up on the site at all times, so that people can check them out, get an idea of topics, cost, and the next general start time. 	★	High	★	High

<i>Issue</i>	<i>Recommendation</i>	<i>Ease of Implementation (fewer ★ = easiest)</i>	<i>Impact</i>	<i>Cost (fewer ★ = less)</i>	<i>Revenue Opportunity</i>
	<ul style="list-style-type: none"> Be open to time differences. One Australian member willing to do webinar, but not on US times; was refused option to do it on time appropriate to Asia/ANZAC. 	★	High	★	High
	<ul style="list-style-type: none"> Set up a mailman list for members in China to communicate. 	★	Medium	★	Medium
	<ul style="list-style-type: none"> Find ways to support small informal gatherings of local members. 	★★★★	Medium	★★	Medium
Asia is a huge emerging market where the profession is in its infancy. However, the STC membership model is an unfamiliar one to the Chinese for example (individual membership just isn't a norm).	<ul style="list-style-type: none"> Develop a marketing plan specifically geared toward Asia. 	★★★★	High	★★★★	High
	<ul style="list-style-type: none"> Consider translating the content into Chinese. 	★★	High	★★★★	Medium-High
	<ul style="list-style-type: none"> Gear the marketing effort toward corporate membership and education of middle and upper management of the importance of the profession. 	★★★★	High	★★★★	High
In Asia, members have little local access to chapters. They love the Intercom, Technical Communication journal and other online resources.	<ul style="list-style-type: none"> Hold a conference in Singapore or Hong Kong. 	★★★★	High	★★★★	High
	<ul style="list-style-type: none"> Hold a conference in Europe. 	★★★★	High	★★★★	High
	<ul style="list-style-type: none"> Hold a free or low-cost virtual conference that showcases the Society (e.g., ProZ, others). Market it heavily. 	★★	High	★★	High
	<ul style="list-style-type: none"> Use the Social Networking functionality to help folks connect with each other. 	★	High	★	Low-Medium

<i>Issue</i>	<i>Recommendation</i>	<i>Ease of Implementation (fewer ★ = easiest)</i>	<i>Impact</i>	<i>Cost (fewer ★ = less)</i>	<i>Revenue Opportunity</i>
The folks in Asia and Australia are hungry for contact (particularly the ex-pats).	<ul style="list-style-type: none"> Set up a "coffee klatch" or mentoring program to connect these members to the larger organization. 	★★	Medium-High	★	Low-Medium
Cost is a prohibitive factor to participation for many in Asia. For example, certificate courses are \$595US. This is equates to more than a month's salary in China. Course need to be under \$100 US to be accessible.	<ul style="list-style-type: none"> Explore ways to reduce costs for participation (perhaps work to obtain corporate sponsorships, partner with other organizations, apply for grants to provide courses.) 	★★★★★	High	★★	High
Professional isolation is a common theme expressed by the interviewees.	<ul style="list-style-type: none"> Find ways to push more connection out to these people. 	★★	High	★★	Medium
	<ul style="list-style-type: none"> Look at member list for those who are not near a chapter and suggest connections based on interests using the Social Networking part of the site. 	★★	High	★★	Medium-High
Bosses and colleagues in Asia are generally unaware of the STC and need to be educated on the importance of continuing professional development.	<ul style="list-style-type: none"> Build partnerships with organizations that cater to managers. 	★★★★★	High	★★	Medium-High
Date and time formats are confusing only when the month is not spelled out.	<ul style="list-style-type: none"> Include a link to a time converter such as World Clock in the meeting invitations, or print relevant time zones on the invite. 	★	High	★	Low
	<ul style="list-style-type: none"> Always include GMT time. 	★	High	★	Low
	<ul style="list-style-type: none"> Use spelled out month in all correspondence. 	★	High	★	Low
	<ul style="list-style-type: none"> Add specifications to STC style guide. 	★	High	★	Low

<i>Issue</i>	<i>Recommendation</i>	<i>Ease of Implementation (fewer ★ = easiest)</i>	<i>Impact</i>	<i>Cost (fewer ★ = less)</i>	<i>Revenue Opportunity</i>
	<ul style="list-style-type: none"> Publish the style guide and allow member contributions/recommendations. 	★★	High	★	Low-Medium
Many interviewees expressed that they would like to get involved more but lack time/knowledge of how to do so.	<ul style="list-style-type: none"> Help communities break down volunteer opportunities into more manageable chunks. 	★★★★	High	★	Medium
	<ul style="list-style-type: none"> Push out information about getting involved but needs to be personal contact as well as volunteer database. 	★★	High	★	Medium
	<ul style="list-style-type: none"> Rethink how communities function and build the depth of volunteers needed to be sustainable. 	★★★★★	High	★	Medium
	<ul style="list-style-type: none"> Find better ways to involve younger professionals. (vague I know) 	★★★★★	High	★★	Medium-High
Some interviewees complained about the volume of email that they get from STC office is overwhelming (yes, contradictory I know)	<ul style="list-style-type: none"> Provide a digest option that consolidates all STC communication into a weekly digest and add the option to the signup/member profile 	★	Medium	★	Low
	<ul style="list-style-type: none"> Store the information online and make it easily findable 	★	High	★	Medium
All interviewees wished for more online courses.	<ul style="list-style-type: none"> Expand offerings at times convenient for Asia/Pacific or Europe. Look at cost model to identify ways to make them more cost-effective for tier 2 and 3. 	★★	High	★	High



<i>Issue</i>	<i>Recommendation</i>	<i>Ease of Implementation</i> (fewer ★ = easiest)	<i>Impact</i>	<i>Cost</i> (fewer ★ = less)	<i>Revenue Opportunity</i>
	<ul style="list-style-type: none"> ▪ Add courses on topics like help development, information architecture, elearning development, basic TC offerings (several mentioned how much they got out of TC101), working multiculturally. 	★★	High	★	High
	<ul style="list-style-type: none"> ▪ Consider partnering with other organizations to make these more accessible. 	★★★★	High	★	High



Next Steps

Globalization and quality improvement are ongoing processes. It's important not to get overwhelmed by the volume of data or recommendations. Instead, take small pieces, such as easily implemented, inexpensive, high-value items and do those first. The feeling of accomplishment will help build momentum for the more difficult tasks.

- Each team (e.g., marketing, communication, finance, etc.) reviews the recommendations for their area and chooses 1-2 tactical items to accomplish by end of Q3 2011. Repeat each quarter. These accomplishments could be tied to performance goals for the teams.
- For the more strategic recommendations, the Board and executive staff review the recommendations and incorporate them into the strategic plan and into the annual budget. Implement at least one per year.
- Continue posting to the News & Notes blog about globalization issues.
- Write an Intercom article about the globalization efforts
- Enlist the help of the ITC SIG, Europe SIG, Canadian Issues SIG, to continue educating members about multi-cultural communication.
- Continue to build depth in the sessions, webinars, and course offerings on globalization topics.
- Build partnerships with related organizations that enable both to gain revenue.
- Periodically re-audit to see how we are doing.

Appendix A: Team

<i>Team Member</i>	<i>Position</i>	<i>Comments</i>
Kit Brown-Hoekstra	Manager	
Leah Guren	Co-manager/Israel	
Lori Corbett	Board Rep	
Karen Mardahl	Europe /Technology/Accessibility	
Steve Skojec	Staff Rep	
Mikah Sellers	Project Phoenix Rep	
Ray Gallon	CAC Rep	
Vici Koster-Lenhardt	Europe/Business Mgmt	Participated in reviews/discussions offline
Fei Min Lorente	CAC Rep	Participated in reviews offline
Judy Herr	CAC Rep	Participated in reviews offline
Kathryn Burton	Staff Rep	Participated in reviews offline
Lloyd Tucker	Staff Rep	Participated in reviews offline
Ann Grove	Americas	Left 2/2011 due to personal reasons
Jen O Neill	Europe	Left 12/2010 due to personal reasons
Swaminathan Moorthy	ITC SIG/India	Left 11/2010 due to personal reasons
Traci Nathans-Kelly	ITC SIG	Delegated to Swami in 9/2010
Vasanth Vaidyanathan	India	Left 9/2010 due to personal reasons
Hans Fenstermacher	Localization	Left 7/2010 due to personal reasons

Appendix B: Business Case for Globalization

For the next 40 years, the areas of greatest economic growth are located in Asia, Africa, and the Middle East, according to *Business Insider*. According to *Economy Watch* and the International Monetary Fund, these trends are reflected in current growth. Note that *none* of the countries in the top 10 on any of the lists are located in Europe or N. America. This is at least partially due to the fact that those areas have more mature economies that have less room for rapid expansion.

<i>Business Insider: Next 40 Years</i>	<i>Economy Watch for 2011</i>	<i>IMF (Based on Real GDP Growth)</i>
1. Nigeria	1. Ghana	1. Qatar
2. India	2. Qatar	2. Paraguay
3. Iraq	3. Turkmenistan	3. Singapore
4. Bangladesh	4. China	4. Taiwan
5. Vietnam	5. Liberia	5. India
6. Philippines	6. India	6. People's Republic of China
7. Mongolia	7. Angola	7. Turkmenistan
8. Indonesia	8. Iraq	8. Argentina
9. Sri Lanka	9. Ethiopia	9. Sri Lanka
10. Egypt	10. Mozambique	10. Republic of Congo

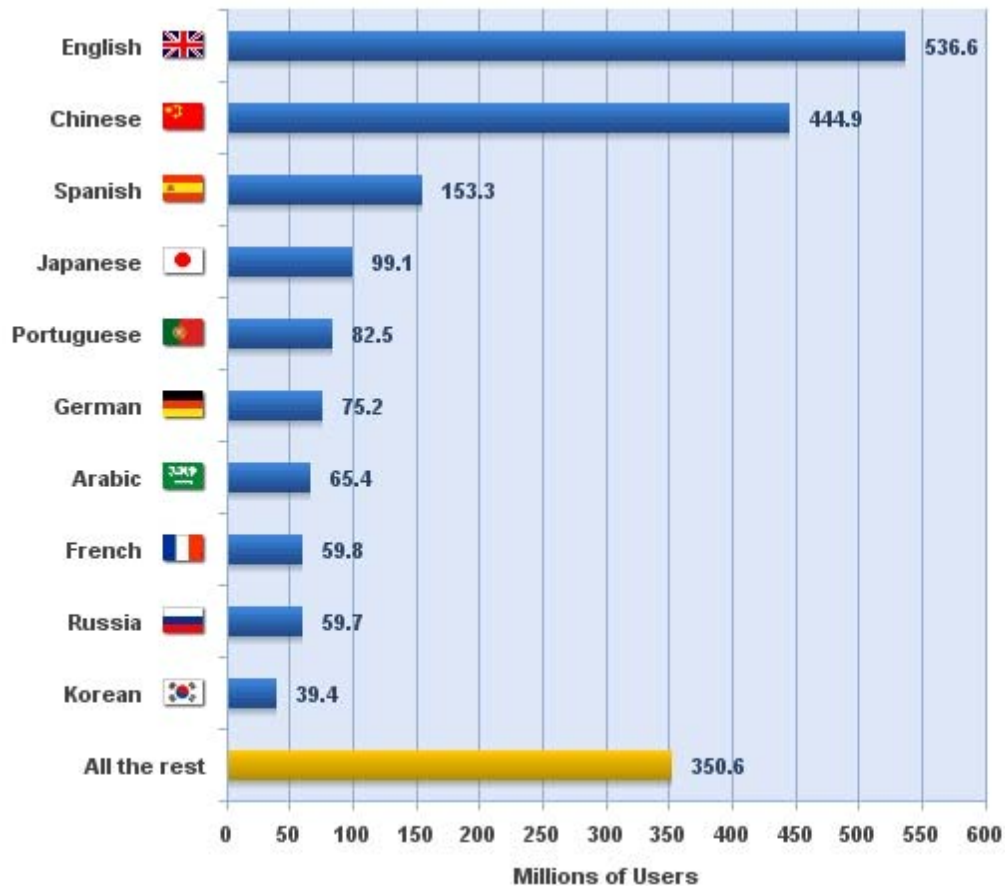
***Colors indicate that the country appears on multiple lists: Red=all 3 lists, Blue=BI and EW, Green=EW and IMF, Orange=BI and IMF*

Figure 1. Top 10 Economies

As these countries begin playing a larger role in the global economy, they will gain jobs in many professional sectors, including technical communication. With the exception of India, our profession is virtually unheard of in these areas. In China, the profession is just beginning to emerge. STC has a huge opportunity to mentor and nurture the profession in these areas, particularly India and China. However, we need to rethink our approach in these countries to accommodate differences in cultural expectations about professional organizations and to start providing local language offerings.

In addition, developing countries account for 50% of the world's population that is under age 25 yrs. These are the people who will fill the jobs in the next century.

Currently, English is still the top language on the Web, but Chinese is close behind. Many people argue that the only reason Chinese hasn't overtaken English is the restriction on freedom of the press in China. (See Figure 2 below.)



Source: Internet World Stats - www.internetworldstats.com/stats7.htm

Figure 2. Top 10 Languages on the Web

While there are other organizations with similar missions to STC, none have the global reach that STC does, and many are more specialized or local to a specific region. STC's generalization, while it gives us fits when we try to define ourselves, is also our greatest strength because it provides "one-stop shopping" for resources. By partnering with appropriate organizations, we can leverage their local or specialist knowledge while providing much-needed resources to technical communication professionals in these areas.



Appendix C: STC GATF Interview Script

These 'person-on-the-street' interviews are intended to be conversations, but we want to be consistent about the questions we ask and the way we collect the data. The purpose of these interviews is several-fold:

- Connect with global members from whom we don't usually hear
- Establish rapport with a broader member base
- Build relationships
- Gather qualitative information that we can use to further quantify our constituents' preferences and needs

Note: If the person doesn't have a phone number or is outside your region, you can email them to set up a time to Skype or chat. If they prefer to respond by email, that's OK, too, though a phone call/Skype is the preferred method.

Script

Hello, my name is _____. I'm calling/contacting you on behalf of the Society for Technical Communication. We are interviewing members from around the world about the profession, about the society, and to get to know you better. Do you have some time to talk? The questions will take about 30 minutes, but we can break it up into a couple of conversations. (If NO time to talk, then schedule a time.)

<Pause>

Thank you for taking the time to talk to me today. Unless you give permission to attribute your comments, your identity will be kept confidential.

Getting Involved in STC

The first questions ask about your involvement in STC.

1. When did you join STC?

3. Do you belong to a chapter? If so, which one(s)?



5. Do you volunteer in any way in your chapter? (Describe: for example, greet people at meetings, work on the newsletter or website, hold any leadership position, etc.)

6. Do you belong to any SIGs? If so, which ones?

7. How do you participate in your SIGs? (see #4 and 5, above)

8. How do you participate in STC? (For example, it could be anything from reading publications to attending conferences, serving on committees, etc.)

9. What motivates you to volunteer or participate? If not involved, What would motivate you to volunteer or participate?

10. How often do you read the Intercom? (0=never to 5=always)

0=Never	1	2	3	4	5=Always

11. How often do you read the Technical Communication journal?(0=never to 5=always)

0=Never	1	2	3	4	5=Always

12. How often do you visit the STC website? (0=never to 6=daily)

0=Never	1	2	3	4	5=Daily



Your Perspective of STC

The following questions relate to your perception of STC and other professional organizations.

13. What is the most important benefit you get from belonging to STC? What makes it important?

14. What do you wish that STC did more of? Why?

15. What do you wish that STC did less of? Why?

16. Are your bosses/colleagues aware of STC? If so, what is their view of STC?

17. What other professional organizations do you belong to?

18. How often do you participate in events for these other organizations? Do you volunteer for them? If so, in what capacity?

19. How does STC compare to these other organizations?



Continuing Education

The following questions relate to educational and professional development opportunities that STC offers.

20. What educational opportunities should STC be offering and how often should these opportunities occur?

21. What type of learning opportunity (conferences, webinars, podcasts, online courses, workshops, etc.) is the most important to you and why? Least important and why?

22. What technical communication topics most interest you? Where do you go to learn more about them?

23. Why do you (or don't you) attend the STC conference?



Global Issues and Demographics

The following questions relate to your multicultural experiences and help us get to know you better.

24. What date/time format do you use?

ISO (year/month/day)	European (day/month/year)	N American (month/day/year)
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25. Do the date and time formats ever cause confusion when working with STC? If so, give an example.

26. How often do you work with people from outside your home country?

27. Do you need to understand other cultures for your work? If so, where and how do you acquire the knowledge?

28. Does your company have a globalization/cultural awareness policy or training? Does it include spouses and families?

29. Have you ever lived or worked outside your home country? If so, where?

30. (ask only if they answer yes to above) What support and training does your company offer to ex-pats?

31. Where do you travel for fun or work?



32. How many languages do you speak?

33. When you do your work, what language do you primarily use when interacting with your peers and bosses? when creating work deliverables?

34. Job title?

35. Years of experience?

36. Length of time with your current employer? Industry specialization?

37. May we use your name and contact you for additional feedback?

Thank you very much for your time! Your responses will help STC become a more effective global organization. Your responses will be kept confidential, unless you give permission to use your name.