December, 2016 Microwave Review

IEEE in the Former Yugoslavia Region – a 45Year-Long History

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Abstract - In this paper, a brief history of IEEE Serbia and Montenegro Section is presented. After a short introduction of IEEE and its early history, the foundation of the IEEE Yugoslav Section 45 years ago is described. The process of friendly separation and the development of new sections in the former Yugoslavia region is presented as well. Finally, the current state of five IEEE sections that emerged from the initial Yugoslav section is given.

 $\it Keywords$ - IEEE, history, Serbia and Montenegro Section, Yugoslavia

I. Introduction

IEEE (Institute of Electrical and Electronic Engineers) is the world's largest professional association in the field of engineering. It gives an opportunity for engineers to collaborate locally and globally on world-changing technologies in a wide range of areas – from communications and computer science to energy systems, robotics, biomedical engineering, and much more. IEEE is therefore very significant for the global technical community and for technical professionals everywhere, and is universally recognized for the important contributions in the technology world. IEEE's core mission is to foster technological innovation and excellence for the benefit of humanity.

Today, IEEE involves about 400,000 IEEE members in over 160 countries, more than 114,000 student members in 2,806 student branches and 1,159 student branch chapters, 334 sections in ten geographic Regions worldwide, 2,116 chapters and 459 affinity groups (data as of 31 December 2015 [1]). IEEE has nearly 4 million documents in the IEEE *Xplore*® Digital Library, over 1,100 active standards and more than 500 standards under development. It sponsors more than 1,600 conferences in 95 countries. IEEE publishes nearly a third of the world's technical literature in electrical engineering, computer science, and electronics. This includes approximately 180 transactions, journals, and magazines published annually. So far the Nobel Prize has been awarded to more than 20 IEEE members.

In this paper, a view on a 45 year-long history of IEEE association in Serbia and Montenegro and in the region of former Yugoslavia is presented. Section II sheds light on the early history of IEEE. The foundation of the IEEE Yugoslav Section is presented in Section III. The process of friendly separation and the development of new sections in the former Yugoslavia region is described in Section IV. In Section V, the development of IEEE Serbia and Montenegro Section is

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given. The current state of five IEEE sections existing on the former Yugoslav territory is presented in Section VI. Finally, a list of references is given at the end of paper.

II. EARLY HISTORY OF IEEE

The story about electrical engineers' professional associations started more than 130 years ago. At that time, the long-distance telegraph industry was very-well developed, the telephone was invented, and, also, a commercial electric lighting and power station was launched, opening the modern electric utility industry era [2]. In the spring of 1884, a small group of individuals in the electrical professions formed a new organization to support professionals in their nascent field and to aid them in their efforts—the American Institute of Electrical Engineers, (AIEE) [3]. Thomas Edison, Alexander Graham Bell and many other great names had an important role in the new association.



Fig. 1 Home of AIEE - Engineering Societies Building, New York City [3]

A new industry, based on wireless (or "radio") technologies, arose at the turn of the century as a result of the work of Maxwell, Hertz, Tesla, Popov, Marconi and others [3], [4]. In 1912, a new international association with a focus on the new industries of radio technologies and electronics was established: the Institute of Radio Engineers, or IRE. Like in the case of AIEE, the aim and mission of IRE included linking its members through publications, standards and conferences, and encouraging them to advance their industries by promoting innovation and excellence in the emerging new products and services.

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Professional associations AIEE and IRE were behind many of history's world-changing technological developments, such as television, radar, satellites, transistors, computers, and others.



Fig. 2 From the IRE annual banquet, New York 1915, Nikola Tesla is standing (6-th from the left) [4]

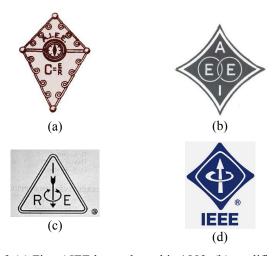


Fig. 3 (a) First AIEE logo adopted in 1893, (b) modified AIEE logo adopted in 1897, (c) IRE logo, (d) IEEE logo as a combination of AIEE and IRE logos [4]

On January 1, 1963, AIEE and IRE merged to form the Institute of Electrical and Electronic Engineers, or IEEE. At the time of its formation, the IEEE had about 150,000 members. Over the decades that followed, the association grew and strengthened its role together with the progress and development of technology. The professional groups and technical boards of the predecessor institutions evolved into IEEE Societies.

III. FOUNDATION OF THE IEEE YUGOSLAV SECTION

Only 8 years after IEEE was established, the IEEE section in the former Yugoslavia was founded. Before that, IEEE sections existed in most, but not in all Western European countries. Italy and Benelux sections were founded in 1959,

followed by Switzerland, France and UK/Ireland founded in 1960, 1961 and 1962, respectively, all of them as IRE sections [5]. Within the next 8 years, after AIEE and IRE were merged to IEEE, Norway, Germany, Sweden, Spain, Denmark and Greece sections were formed. The historical date for our section was June 21, 1971, when the IEEE section in Yugoslavia was established under the name "Yugoslav IEEE Section". In the former, strongly divided Europe, it was the first section in a country which did not belong to the Western Bloc. Poland section was founded one year later, followed by Finland, Austria, Portugal, Hungary and Turkey sections established within the period up to 1989 when big political changes occurred in Europe. After the fall of the Berlin Wall, there was a rapid development of IEEE activity in Europe and a further establishment of many new sections within the former Eastern Bloc and in the rest of Western Europe countries [5].

The main impetus to the establishment of Yugoslav IEEE Section was given by the individual IEEE members, who joined the IEEE association in the early sixties. They used benefits of such membership for their professional activity, but through some contacts with other countries' members, they also noticed the importance and benefits of organizing in the form of an IEEE section.

Thanks to the contacts between C. R. Russell, Assistant Secretary of IEEE Region 8 and Dr. Joze Furlan, Professor at the Faculty of Electrical Engineering of the University of Ljubljana in November 1970, IEEE Membership Services mailed the Information on the requirements to establish an IEEE Section with the enclosed IEEE Constitution, Bylaws and Section Manual at the request of Mr. Russell in December 1970 already. The undersigned petition was sent on May 10, 1971, with a suggestion of the Director of Region 8, P. Jaspers, that less than 50 members were sufficient (only 15 members were available at different locations in Yugoslavia at that time) [6]. Director Jaspers also visited Yugoslavia in summer 1971.

The arising Section promised to new members the possibility of membership payment in local currency – dinars, giving all IEEE Services with magazines, conference participation and also rich student activity support available [6]. On June 12, 1971, a petition for the establishment of the Student Branch at the University of Ljubljana was also signed.

The main actors of the initiative for the establishment of the Yugoslav Section were Baldomir Zajc and Joze Furlan, the assistants at the Faculty of Electrical Engineering of the University of Ljubljana at that time, with a great support of the Rector Mirjan Gruden. The formal date of approving the establishment of the Yugoslav Section is June 21, 1971. On October 13, 1971 at the Faculty of Electrical Engineering, University of Ljubljana, a Founding Assembly for an official formation of the Yugoslav Section was held, where the officers of the first Section Executive Committee were elected [6]. The first Section Chair was Mirjan Gruden, Professor of Electrical Engineering of the University of Ljubljana. Vinko Albert and Stanoje Bingulac were Vice-Chairs, Joze Furlan was the Secretary and Andrej Dobnikar was the Treasurer [7].

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Most members were from the biggest university centers in the country, Ljubljana, Zagreb and Belgrade [4].

According to the Petition for the State registration of the Yugoslav Section from November 9, 1971, the Statement of the official State registration of IEEE Section in Yugoslavia was issued on October 18, 1972. However, in 1976, according to the new "Yugoslav Law for Societies' registration", a direct registration of the Yugoslav Section was not possible again. The solution was found in the way that the Section existed under the umbrella of the Electrotechnical Association of Slovenia in order to be officially allowed. At that time, Aleksandar Szabo and Petar Biljanović from the Faculty of Electrical Engineering of the University of Zagreb contributed to the section development as well.

On July 1972 IEEE Custody Bank Account in Yugoslavia was confirmed by IEEE Executive Committee. So the payments of membership were possible after February 1, 1973, when the National bank approved the bank account at Ljubljanska banka, where 4 persons from USA were authorized to sign withdrawals [6]. In this way, the membership development was enabled and encouraged. Prof. Tony Davies, (2003-2004 R8 Director), recalls in a record from 2008 that a special arrangement was made to keep the funds in Yugoslavia [4], [7]. That money was used to organize local IEEE conferences and to pay the local costs of conference visitors from Western countries.

The members were mainly interested in getting access to the most recent issues of the prestigious IEEE journals and to other IEEE publications [4]. Namely, because of deficit of foreign currency, importing the books and magazines was limited at that time. Through IEEE, the entire international literature for electrical engineering was available to the members.

Since its formation, the IEEE Yugoslav Section grew and prospered over the next two decades until the early nineties. After Prof. Mirjan Gruden, the Chairmen were as follows: Joze Furlan elected in February 1981, Mirko Vehovec elected in June 1985 and Baldomir Zajc elected in January 1988. Vinko Albert, Stanoje Bingulac, Andrej Dobnikar, Joze Mlakar, Albin Wedam, Drago Hercog, Franc Bratkovic, Aleksandar Szabo, Petar Biljanović, Dusan Drajic, Ferdinand Gubina, Rudi Zorko, Bogomir Horvat, France Kranjc, Dejan Lazic, Andrej Levstek, Hrvoje Babic, Branka Jokanovic, Marko Jagodic and many others contributed to the Section development and participated in Executive Committees through these early years [6].

At that time, Section activities were mainly focused on the organization of the conferences and other events. The Section achievements were recognized by IEEE. For instance, the President of IEEE Richard J. Gowen and the Executive Director Eric Herz visited Ljubljana in June 1984 and granted 3 IEEE Centennial Medals to Rajko Tomovic, Hrvoje Pozar and Lojze Vodovnik. In addition, RAB Section Membership Growth Award was granted to the Yugoslav Section for outstanding leadership and results in IEEE membership development activities for Region 8 in 1985 [6]. In the middle of eighties, about 300 members (including 40 students) were reported. It should also be emphasized that an IEEE Region 8

Committee meeting was organized successfully by the Yugoslav Section at Brdo, Slovenia on September 19-20, 1987 [6].

The first IEEE society chapter on the territory of former Yugoslavia was the IEEE Joint Chapter Signal Processing/Circuits and Systems (SP-01/CAS-04), which was founded on August 08, 1988. Its first Chair was Hrvoje Babić from the Faculty of Electrical Engineering of the University of Zagreb.

The second one was Microwave Theory and Technique Chapter, MTT-17, formed on June 26, 1989, thanks to the enthusiasm of two women – Branka Jokanović from the Institute for Applied Physics, Belgrade, who was the first Chapter Chair, and Olga Borić, the final year student at the Faculty of Electrical Engineering, University of Belgrade who was the first Vice Chair. Perhaps it should be noted that it was the first MTT chapter in the country not belonging to the Western Bloc, which was a significant change since the microwave technique is closely related to radar and military applications. The support of Martin Schneider, MTT ADCOM member at that time, was crucial. In Fig. 4, the certificate commemorating the formation of the MTT-17 Chapter in the Yugoslav Section is shown.



Fig. 4 MTT-17 Chapter foundation certificate [8]

In the same year 1989, on October 9, the Communications Society Chapter, COM-19, was formed, and it was led at the beginning by the Chair, Marko Jagodic, Iskra, Kranj.

Among the chapters with longest tradition in the Yugoslav Section is also the joint Electron Devices / Solid State Circuits chapter, ED-15/SSC-37 Chapter. ED-15 Chapter was founded on April 16, 1990. The first chair was Prof. Ninoslav Stojadinović [9], and Prof. Petar Biljanović contributed to ED Chapter formation to a great extent. Later, the chapter became the joint chapter involving also SSC Society members.

The Yugoslav Section cooperated with the national societies ETAN, JUGEL, JUREMA, EZS and with all Yugoslav Universities in the organization of several conferences through those years. One of first international conferences in the country considered between Western and Eastern Bloc, sponsored by an IEEE Society (MTT-S) was Microwaves in Medicine '91, held on April 8-11 in Belgrade. Shortly after that, the IEEE Yugoslav Section hosted a big IEEE event - IEEE MELECON Conference on May 22-24,

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1991 in Ljubljana. Although the war was already at the door, it did not affect the atmosphere of the conference, which was very successful.

It can be concluded that the first 20 years were very fruitful with IEEE activities in the area of former Yugoslavia, resulting in 5 successful IEEE sections on this territory and everywhere the activity continued with new challenges and new volunteers.

IV. FRIENDLY SEPARATION AND FOUNDATION OF NEW SECTIONS

On the territory of former Yugoslavia, the period between 1991 and 1995 was marked by big turbulences, wars and separation of countries. Under such circumstances, it has become impossible to hold the Yugoslav section together. In 1992, the Regional Director Prof. Kurt Richter gathered the Yugoslav Section officers from three parties in Graz, Austria [4]. He organized a meeting participated by the Chair of the IEEE Yugoslav Section, Prof. Baldomir Zajc from the University of Ljubljana, and the two members of the Section Committee, Prof. Djordje Paunovic from the University of Belgrade and Prof. Aleksandar Szabo from the University of Zagreb. It was concluded on that occasion, that the IEEE Yugoslav Section cannot exist anymore, and that there are enough IEEE members in newly established countries to form new IEEE sections.

The decision from Graz was implemented soon. It was necessary to make new petitions in Slovenia, Croatia and the rest of Yugoslavia, signed by IEEE members. Finally, on August 1, 1992 three new sections, the successors of the former Yugoslav Section, were established: the IEEE Slovenia Section, the IEEE Croatia Section and a remainder part of the former Yugoslav Section, covering Bosnia & Herzegovina, Macedonia, Serbia and Montenegro, called now the Yugoslavia Section. It was very important that all the years spent together in the former IEEE Yugoslav Section were recognized by IEEE association as years of the sections' existence. So, the foundation date for all three sections was set to 1971. The first sections' chairs were the same officers that participated in the meeting in Graz and greatly contributed that the separation of the IEEE Yugoslav Section was carried out in a friendly spirit, as opposed to politicians of that time. Prof. Diordie Paunović from the University of Belgrade was the first Chair of the Yugoslavia Section, Prof. Baldomir Zajc (former chair of the IEEE Yugoslav Section) was appointed as the IEEE Slovenia Section Chair, while the first chair of the IEEE Croatia Section was Prof. Aleksandar Szabo.

The Republic of Macedonia declared independence from the former Yugoslavia in 1991, but its IEEE members remained within the Yugoslavia Section for next 6 years. During that period, intensive activities were carried out in order to increase the number of IEEE members to reach the critical number, necessary for Section formation. Finally, in 1996, the limit of 50 members was exceeded and a petition was prepared. The IEEE Republic of Macedonia Section was officially approved on February 14, 1997. The first section chair was Prof. Goce Arsov form the University of Skopje.

The name Yugoslavia Section was in accordance with the fact that the republics of Serbia and Montenegro together established a federation in 1992, as the Federal Republic of Yugoslavia. In addition, during the first five years, the Yugoslavia Section involved members from two additional Ex-Yugoslavia states. However, the situation has changed in the coming years. From 1997, after the separation of the Macedonia Section, the Yugoslavia Section gathered members from only Bosnia & Herzegovina in addition to Serbian and Montenegrin members. Moreover, after the reconstitution as the State Union of Serbia and Montenegro in 2003, calling the Section by the name Yugoslavia became outdated. Therefore, it was replaced by today's name IEEE Serbia and Montenegro Section on June 18, 2005, still retaining its formation date as 1971.

Bosnia and Herzegovina became an independent state in 1992, but the IEEE members were included in the Yugoslavia Section and later in Serbia and Montenegro Section. On November 12, 2005, members from Bosnia and Herzegovina got approved their petition to form the IEEE Bosnia and Herzegovina Section. The first chair was Prof. Branislava Peruničić - Draženović from the University of Sarajevo.

The Montenegrin and Serbian proclamation of independence in 2006 ended the State Union of Serbia and Montenegro and two independent states, the Republic of Serbia and the Republic of Montenegro were established.

TABLE 1 HISTORY OF IEEE IN FORMER YUGOSLAVIA AT A GLANCE

THISTORT OF	TEEE IN FORMER TOUGSLAVIA AT A GLANCE
Date	Event and Section Coverage
June 21 1971	Foundation of the IEEE Yugoslav Section . Whole former Socialist Federal Republic of Yugoslavia covered.
August 1 1992	Splitting of the IEEE Yugoslav Section into three different sections: IEEE Croatia Section, IEEE Slovenia Section and IEEE Yugoslavia Section. Yugoslavia Section involves Bosnia & Herzegovina, Macedonia and FR Yugoslavia (Serbia & Montenegro)
February 14 1997	Formation of the IEEE Republic of Macedonia Section . Yugoslavia Section involves Bosnia & Herzegovina and FR Yugoslavia (Serbia & Montenegro)
June 18 2005	IEEE Yugoslavia Section changed the name into the IEEE Serbia & Montenegro Section
November 12 2005	Foundation of the IEEE Bosnia and Herzegovina Section. IEEE Serbia & Montenegro Section involves only state union Serbia and Montenegro.
May 21 2006	Separation in two independent states, Republic of Serbia and Republic of Montenegro. IEEE Serbia & Montenegro Section involves both of them.

Regardless, Serbia and Montenegro Section kept the same organizational structure and name. It still gathers IEEE

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members from the territories of the two independent states, the Republic of Serbia and the Republic of Montenegro.

In Table 1 a short overview of important dates in the history of IEEE in the former Yugoslavia is given [4], [6].

V. FURTHER DEVELOPMENT OF IEEE YUGOSLAVIA / SERBIA AND MONTENEGRO SECTION

After the section splitting in 1992, although the territory from which the members came decreased over the years, the IEEE Yugoslavia Section - later IEEE Serbia and Montenegro Section - remained vital, retained a remarkable number of members and attracted new ones. In Table 2, a list of Section Chairs over the entire period is given.

TABLE 2
LIST OF IEEE YUGOSLAVIA / SERBIA & MONTENEGRO
SECTION CHAIRS

Period	Section Chair	Institution	
1992 - 2002	Prof. Djordje Paunović	University of Belgrade	
2002 - 2006	Prof. Ninoslav Stojadinović	University of Niš	
2006 - 2010	Prof. Vladimir Katić	University of Novi Sad	
2010 - February 2015	Prof. Nataša Nešković	University of Belgrade	
February 2015 -	Prof. Vera Marković	University of Niš	

The number of chapters has been rising during the past period of Section life. An affinity group was founded in addition to chapters: Women in Engineering. A timeline of founding of chapters and affinity group can be found in Table 3.

Students have been a significant part of IEEE membership in Serbia and Montenegro for years. Four student branches have been founded in biggest university centers: Belgrade [10], Novi Sad [11], Niš [12] and Podgorica [13]. In addition, a student branch chapter of ED/SSC technical societies was formed in Niš, and has been very active through years.

There have been numerous students' activities - besides regular meetings and gatherings, students have traditionally collaborated with other students' organizations. Connections with EESTEC organization and their local committees were especially frequent and fruitful. The biggest student event and the major success of the IEEE Student Branch of Nis is the joint International Students Projects Conference IEEESTEC, which is organized by IEEE SB Nis with the cooperation of IEEE S&M Section, IEEE ED/SSC Chapter, IEEE MTT Chapter, WIE and student organization EESTEC LC Niš [14]. The conference is held in Niš at the Faculty of electronic Engineering, every year since 2008, with increasing trend in the number and quantity of the papers.

TABLE 3
HISTORY OF CHAPTERS' AND AFFINITY GROUP FOUNDATION

Date	Chapter/Affinity group			
August 08, 1988	Signal Processing/Circuits and System (SP-01/CAS-04)			
June 26, 1989	Microwave Theory and Technique (MTT-17)			
October 9, 1989	Communications (COM-19)			
April 16, 1990	Electron Devices / Solid State Circuits, (ED-15/SSC-37)			
April 06, 1995	Power Engineering (PE-31)			
December 20, 2000	Computer Science (CO-16)			
March 30, 2001	Industry Applications / Industrial Electronics/ Power Electronics (IE-13/IA-34/PEL-35)			
May 03, 2004	Computational Intelligence (CIS-011)			
January 26, 2007	Women in Engineering (WIE)			
April 08, 2011	Education (ES-25) and Electromagnetic Compatibility (EMC- 27)			
March 2011	Consumer Electronics (CE-08)			
March 20, 2012	Broadcasting Technology (BT-02)			

IEEE student members from Serbia and Montenegro have been present in international events, taking part in Student congresses and competitions.

As already mentioned, a significant part of IEEE Yugoslavia / Serbia & Montenegro Section activities was organizing and supporting the conferences. In the nineties, despite the economic difficulties in the country, several big international conferences were born and became very successful, and also some already existing national or international conferences continued (ETRAN, TELFOR, TELSIKS, MIEL, NEUREL, etc). These conferences were coorganized or supported by IEEE Yugoslavia / Serbia & Montenegro Section and by the corresponding section chapters. They have all become traditional and are now held regularly. It should be emphasized that IEEE Serbia and Montenegro Section organized the significant IEEE Region 8 conference EUROCON 2005 in Belgrade, at the end of November 2005 [15]. It was very successful with more than 450 papers from 54 countries.

From the beginning, IEEE Yugoslavia / Serbia & Montenegro Section collaborated actively with different national societies. There were especially close connections with the "Society for Electronics, Telecommunications, Computers, Automatics and Nuclear Science (ETRAN)" [16]. IEEE Section and ETRAN Society signed a cooperation agreement; in addition, the membership of IEEE Section and the membership of ETRAN Society overlap to a great extent. For instance, the IEEE Section was fully involved in the

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preparation of the jubilee 40th, 50th and 60th ETRAN conferences in 1996, 2006 and 2016, respectively. In addition to that, close connections have been established with national societies: "Society for Microwave Technique, Technology and Systems" (founded in 1992), "Telecommunications Society" (founded in 1993), "Society for Power Electronics" (founded 1997), etc.

IEEE Serbia and Montenegro Section hosted a Region 8 Committee meeting on October 14-15 2006 in Belgrade, Serbia, which is a big and important event gathering the chairs of all Region 8 sections as well as IEEE directors [17].

To list all the important events and recognitions in the history of the section between 1992 and 2016 would certainly be an "impossible mission". In Fig. 5, there is only a detail which can remind us of some significant moments.



Fig. 5 Speech of Prof. Baldomir Zajc, R8 Director at the Vučje Hydroelectric Plant. This plant, which began to operate in 1903 and has been used continuously for more than a century, was recognized as IEEE Milestone in June 2005 [18]

VI. SHORT OVERVIEW OF IEEE SECTIONS ORIGINATED FROM THE INITIAL YUGOSLAV SECTION

Today, in 2016, 45 years after the foundation of the initial IEEE Yugoslav Section, five IEEE sections exist in former Yugoslavia region:

- IEEE Serbia and Montenegro Section [9]
- IEEE Croatia Section [19]
- IEEE Slovenia Section [20]
- IEEE Republic of Macedonia Section [21]
- IEEE Bosnia and Herzegovina Section [22]

All these sections are very active with numerous meetings, conferences, lectures, professional, technical, social and other events and nowadays, they represent important part of IEEE community.

The data on membership and number of chapters and affinity groups in today's IEEE sections originating from ex-Yugoslav section is given in Table 4.

The total number of IEEE members on the former Yugoslavia territory according the IEEE database in February 2016 ([23]) was 1,789 in all grades. However, it should be

noticed that the IEEE membership varies considerably depending on the part of year. In the first half of 2015 the total number was 2,186 [24]. So, the more realistic picture on the membership will be available in the second half of 2016.

All five sections and their chapters and affinity groups were active, which can be seen from the number of the reported meetings for 2015 year, as shown in Table 5.

TABLE 4
Number of members, chapters and affinity groups (the data from February 2016, [23])

Section name	Total number of IEEE members	Number of affinity chapters groups		Number of student branches
IEEE Serbia and Montenegro Section	645	12	1	4
IEEE Croatia Section	560	22	3	4
IEEE Slovenia Section	261	5	2	2
IEEE Bosnia and Herzegovina Section	166	3	1	3
IEEE Republic of Macedonia Section	157	8	2	1

TABLE 5

NUMBER OF REPORTED SECTION, CHAPTER AND AFFINITY
GROUP MEETINGS (THE DATA FROM MARCH 2016, [23]);
T – TECHNICAL, A – ADMINISTRATIVE, P – PROFESSIONAL,

N - NONTECHNICAL

Section name	T	A	P	N	Total
IEEE Serbia and Montenegro Section	64	13	2	6	85
IEEE Croatia Section	126	16	5	3	150
IEEE Slovenia Section	15	3	8	12	38
IEEE Bosnia and Herzegovina Section	14	1	2	1	18
IEEE Republic of Macedonia Section	37	2	1	3	43

In the end, it is important to emphasize that the links and relationships between all sections originating from the former Yugoslav section have been kept as very good for years. Five ex-Yugoslav sections collaborate in many events at the regional and international levels. Friendly communication and mutual support and help are characteristics of their relations, leading to further development for the benefit of their members.

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ACKNOWLEDGMENT

I wish to express my deepest gratitude to all those who contributed to completing this overview. I would also like to express my most sincere appreciation to the preceding IEEE Yugoslavia/Serbia & Montenegro Section chairs: Prof. Djordje Paunović, Prof. Ninoslav Stojadinović, Prof. Vladimir Katić and Prof. Nataša Nešković.

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