



AZ Valley
of the Sun
Chapter

The Roadrunner

December 2016

Volume 18, Issue 7

IMA Live CPE Subscription Package

Your key to our inspiring speakers - catch up on the presentations you missed from our Conference and beyond!

Illuminate your mind with insights from IMA's Annual Conference & Expo and more! Inspiring speakers from this year's Conference and other IMA events deliver their presentations and teachings right to you through our latest "IMA Live!" online subscription package, now updated with 15+ new courses. These recorded sessions cover a wide range of management accounting topics, including:

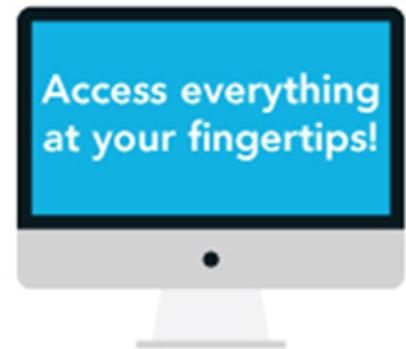
- Risk management
- Technology enablement
- Business performance management
- Leadership and professional development

The best part? You can earn 25+ NASBA CPE credits by launching the courses at your convenience 24/7 from the comfort of your home or office. If you weren't able to make it out to our events this year, be a part of what you missed and learn from the best.

Order your one-year subscription to "IMA Live!" today.
Cost: \$199 Member; \$249 Nonmember.

For a limited time, take advantage of our special introductory offer. Enter code **RECRD15** at checkout to receive 15% off. Discount expires Dec. 31, 2016.

Check out this and more CPE options on the IMA website www.imaonlinestore.com.



Inside this issue:

Chapter President's Message	2
Office Politics	3
IMA Ethics Center	5
Leadership Academy Webinar	7
December Net-Tech Session	9
Moments that Matter Blog	10
2016-2017 Chapter Board	13
Chapter Event Calendar	15

The December issue of *The Roadrunner* newsletter focuses on ethics. As management accountants, part of our role includes upholding the highest ethical standards. The IMA supports our efforts by providing tools and resources to identify ethical issues and respond appropriately. Take advantage of all IMA offers by through webinars, self-study and live educational sessions. CMAs must complete 2 hours of ethics CPE each year.

AZ Valley of the Sun Chapter President's Message

Dear IMA AZ Valley of the Sun Chapter Members,

The IMA and AICPA have both deemed ethics to be a cornerstone of the accounting profession and have developed codes of conduct by which all members are expected to follow. Both the CMA and CPA credentials require continuing education with a portion of the annual criteria including ethics to stress its importance to the credibility of the accounting profession. Corporate environments have also acknowledged the need for ethics education with an overwhelming portion of companies having now implemented employee ethics programs in order to reduce fraud and provide a standard of expectation for their employees.

With this growing emphasis on making moral and ethical decisions one would think that situations would be cut and dry, but managing conflicts and making correct choices in difficult situations is not always straightforward. It is important to be informed on how best to analyze situations and act accordingly, so on January 28th, the IMA chapter is holding a 4 hour ethics based CPE workshop event hosted by Marcy Maslov, inventor of the e-Factor! game. Rather than being heavily lecture based, this event will be engaging and challenge participants to address key topics and scenarios that relate to confidentiality, integrity, objectivity, trust and professional judgment, which are at the core of the accountant's definition of ethics. Emphasis will also be made of the new changes to the AICPA code of professional conduct and Arizona Revised Statutes this year so that you are both aware of the updates and prepared for how they can affect your organization. I hope you are able to make time to join us for this exciting event: for more information and to register please visit IMAValleyoftheSun.org/events.

Sincerely,

Trey Ballard, MBA

IMA AZ Valley of the Sun Chapter

2016-2017 President

Office Politics: Diplomacy Always Wins

With the U.S. election now behind us, you probably think you can take a break from politics, but don't get too comfortable – office politics knows no season and no end date.

In an [Accountemps survey](#), 80 percent of U.S. office workers polled said workplace politics are alive and well, and 55 percent get involved in politicking. What's more, 76 percent of respondents say playing the game is necessary for professional advancement, compared to just 56 percent who felt the same way in 2012 when a previous [survey](#) was taken. It's clear that politics is playing a bigger role in the workplace these days.

Common office politicians

There are many ways to play office politics. Below is a list of common culprits:

Gossipmongers. It's common to talk about others. Why? We gain social bonds from telling interesting stories about our friends and coworkers. The gossip hound, however, takes it one step further with speculations, unfounded theories and even blatant misinformation. Gossip becomes harmful when people share unprofessional or potentially damaging information, especially on [social media](#).

Flatterers. There may be a few of these in your workplace. If you're in management, perhaps you've experienced it first-hand — employees who frequently praise your decisions and actions. If you're among the rank and file, this is the person who shamelessly butters up the boss with sweet but insincere words.

Credit hogs and credit thieves. The hogs demand recognition for their own work, no matter how small or insignificant. At the same time, they downplay the contributions of others. Thieves are worse – they essentially lie about who did what and take credit for other people's hard work.

Finger-pointers. The flip side of the credit thief is the finger-pointer. Whenever there's a mistake or something goes wrong, they're never to blame. Instead they point fingers.

Underminers. The world of politics has opposition research — digging up dirt on the opponent and dropping bombshells at opportune times. This can happen in the workplace, where a few bad apples take down their rivals with whispers and accusations. These operatives are skilled in making others look bad.

Continued on page 4

Office Politics: Diplomacy Always Wins

Continued from page 3

Lobbyists. In government, these professionals' sole job is to sway elected officials' opinions and consolidate support for their cause. In the financial workplace, these savvy employees have a way with words and know how to persuade their team to go along with their plan.

How to deal with office politics

Some aspects of office politics can be positive. For instance, if you've done your research and feel strongly about the merits of moving to a [cloud-based financial solution](#), your lobbying efforts would benefit the company. But whether you choose to play the game or sit on the sidelines, every accounting and finance professional needs to know the basics of workplace politics. Here are some tips:

- 1. Radiate positivity.** Be that person in the office who doesn't badmouth others. Rather than going along with the tattler and adding fuel to the flame, say something nice or bow out of the conversation. Let fairness be part of your [personal brand](#).
- 2. Be ready to walk away.** When gossip becomes a problem, know when to excuse yourself. Make some noise about how that quarterly report won't write itself or express you have a pressing deadline.
- 3. Keep good records.** Write down your ideas and accomplishments. That way, when credit thieves pass off your work as their own, you have documentation. If necessary, provide your manager with a paper trail – showing the idea was your brainchild, not someone else's.
- 4. Stand up for yourself.** When someone spreads nasty rumors about you, say something. Diplomatically confront bullies and let them know their behavior is unacceptable. If necessary, bring it up with your manager.

Office politics is bound to happen in the modern workplace. You may not enjoy the game, but you should at least understand the rules — and be ready to play if necessary.

Accountemps, a [Robert Half](#) company, is the world's first and largest specialized staffing firm for temporary accounting, finance and bookkeeping professionals. Accountemps has more than 325 locations worldwide. More resources, including job search services and the [Accountemps blog](#), can be found at roberthalf.com/accountemps.

IMA Ethics Center

IMA members can access resources and tools to support their professional ethical standards on the IMA Ethics Center.

IMA Committee on Ethics

The IMA Committee on Ethics encourages organizations and individuals to adopt, promote, and execute business practices consistent with high ethical standards, by providing valuable insight in response to our changing profession. The Committee upholds IMA's Statement of Ethical Professional Practice and provides subject-matter expertise to members of IMA for resolution of ethical conflicts.

Statement of Ethical Professional Practice

Members of IMA shall behave ethically. A commitment to ethical professional practice includes: overarching principles that express our values, and standards that guide our conduct.

IMA's overarching ethical principles include: Honesty, Fairness, Objectivity, and Responsibility. Members shall act in accordance with these principles and shall encourage others within their organizations to adhere to them.

A member's failure to comply with the following standards may result in disciplinary action.

- I. Competence
- II. Confidentiality
- III. Integrity
- IV. Credibility

View the full [IMA Statement of Ethical Professional Practice](#), including Resolution of Ethical Conflict.

IMA Ethics Helpline

IMA offers an Ethics Helpline service to members of IMA and other professionals. Contact the Helpline for free, confidential guidance on ethical issues. After a preliminary discussion of the problem to determine the kind of ethics matter being reported, an ethics counselor can respond to the caller, or callers may remain anonymous. The counselor will not provide a specific resolution but will explain how the dilemma relates to the provisions of IMA's Statement of Ethical Professional Practice. To access the Helpline, please call: (800) 245-1383

You can download the IMA Ethics Resources for Accounting and Finance Professionals pdf document for additional resources at www.imanet.org/tools-and-resources/ethics-center.



Save the Date - January 28th - Ethics Update



AZ Valley
of the Sun
Chapter

Professional Ethics Update for Arizona CPAs

Come join us! If you are tired of the traditional lecture or online program that teaches nothing new, please join us! IMA and e-Factor!® are teaming up for the next AZ ethics CPE workshop! This is a more engaging, fun way of meeting your CPA license renewal requirement for ethics.

Registration: 7:30 AM Presentation: 8:00 – 12:00 PM

Speaker: Marcy J. Maslov, Chief Integrity Builder, e-Factor!®

Location: CBIZ, 3111 N. Central Ave., Suite A115, Phoenix

Cost: Member \$125 | Non-Member \$149 | Continental Breakfast included

CPE: 4 hours

01/28/17

Reserve your ticket early as they will go fast!



About eFactor!® – The Education Board Game for Business Ethics

e-Factor!® is a business ethics board game created to make our ethics training more meaningful. This experiential program encourages us to engage in conversation with our peers and learn from each other. Real-life ethical dilemmas are used to update your knowledge of ARS, AAC and AICPA Code of Professional Conduct, as well as offering practical experience for solving challenging real-life ethical dilemmas we might face at work. e-Factor!® is the property of Empowerment Unlimited Coaching, LLC.

About the Workshop

This CPA workshop meets the Arizona requirement for Ethics CPE (1 hour of AZ ARS/AAC, 1 hour of AICPA Code of Professional Conduct, and 4 hours total content on professional ethics). Key topics and scenarios relate to confidentiality, integrity, objectivity, trust and professional judgment which are at the core of the accountant's definition of ethics. In addition, there are changes to the AICPA code of professional conduct and Arizona Revised Statutes this year! We will discuss these changes and how they might impact you or your organization. At the end of this workshop we will have a 5-minute survey to help us continue improving the e-Factor!® experience and you will receive your certificate of completion.

Register www.imavalleyofthesun.org

Questions?

Trey Ballard, president@imavalleyofthesun.org,
602.955.2221

Leadership Academy Webinar

Leadership Development A Lifelong Journey

Tuesday, December 20, 2016

Presenter: C.S. "Bud" Kulesza, CMA, CFM Dean Emeritus IMA Leadership Academy

Moderator: V. Marcine Johnson, CPA President and CEO Accounting & Tax Advisory Services. Inc.

Event Description This session will address the role that life experiences play in developing us as leaders. Learning is a lifelong process and from the moment we are born until we take our last breath, our experiences and what we learn from them impact our leadership abilities. Whether you believe that leaders are born or made (nature versus nurture) or a combination of both, our reactions to these experiences mold and refine us as leaders and shape who we are.

Learning Objectives After this webinar, you will be able to:

Increase attendees' understanding of the role that life experiences play in developing us as leaders.

Consider how reactions to lifelong experiences can have more than one outcome depending on how we choose to view the experience.

Identify some of the key leadership attributes and reflect on lifelong experiences that have had an impact on them.

Consider future experiences as learning opportunities for leadership development—embracing the concept that learning is a lifelong process.

Price: Free

CPE Credit: 1.5 hour

Field of Study: Personal Development

Research Area: Business Performance Management

Program Level: Basic

Prerequisite: None

Advanced Preparation: Download Participant Guide

Instruction Method: Group Internet

Visit the IMA Global Website www.imanet.org for more webinars and registration.

IMA Wild West Council 2016-2017 Board

President	Deb Michalowski
Past President	Diane Hewlett
Global Director	Nancy McCleary
Treasurer	Diane Hewlett
Secretary	Stuart Gibb
V.P. Administration	Mitch Lenoil
V.P. Chapter Relations	Pem Smith
V.P. Meetings	Tyler Meyers
Director-Webmaster	Pem Smith
Director-Newsletter	Nancy McCleary
Director-Email	Kendall Argust
Director-LinkedIn/LinkUP	Pam Zanzucchi
Directors – Meetings:	Kelly Benner
Directors – Education	Camille Cook Ron LaPlante Celeste Porter
Director - CMA	Derek Heijmans
Director - Conferences	John Campbell
Chapter Mentors	Lyle Braithwaite Robert Burya Frank Garcia Don Hartman

Get Social with the IMA Wild West Council



[www.facebook.com/
imawildwestcouncil](http://www.facebook.com/imawildwestcouncil)

[@IMAWWC](https://twitter.com/IMAWWC)

WWC 2016-2017 Calendar

August 12 - 13, 2016 - San Diego
October 28 - 29, 2016 - Tucson
January 20 - 21, 2017 - Inland Empire
April 21 - 22, 2017 - Phoenix

Plan to join members of the IMA Wild West Council for a weekend of education, meeting, leadership development and networking at any of their upcoming quarterly meetings.

January 2017 Wild West Council Meeting

Friday, January 20:

1 - 5 pm 4 hours of CPE
Evening - Networking and Dinner

Saturday, January 21:

8:30 - Noon - Wild West Council Meeting
12:00 pm - 1:30 pm Lunch on your own
1:45 - 3:45 pm To Be Announced
6:00 pm – Networking and Dinner

Hotel location:

Ontario Airport Hotel
700 N. Haven Ave Ontario, CA 91764
www.ontarioairporthotel.com

<https://sites.google.com/site/wildwestcouncil/>

December 13, 2016 Networking-Technical Session Spouses Night

Date: Tuesday, December 13, 2016

Time: Networking: 5:00pm - 6:00pm / Dinner: 6:00pm - 7:00pm / Session: 7:00pm - 8:00pm

Topic: Get an Edge Up on your Competition

Session Description: Hear Bob Friedenthal give tips on how to get the best profile on LinkedIn as a Management Accountant. What do you include and what should you not include. Should you add photos, videos or webpage links? How many connections are optimal? Should you disconnect with those that are not true connections? Join us in hearing from the pro of LinkedIn.

Speaker: Bob Friedenthal, CEO, Edge Up Network, Inc.

Amount of CPE: 1 hour

Menu: South of the Border Buffet

Cost: Members \$37, Non Members \$42, Students \$5

RSVP Due: Thursday December 8, 2016

Register online at www.imavalleyofthesun.org and use our credit card payment option.

Save the Date - Upcoming Net-Tech Session Topics

December 13th - Business and Link Up-LinkedIn - Spouse's Night

January 17th - Tax Update: 2 hour afternoon and 1 hour evening session

February 21st - IMA Update - Past President's Night

March 28th - Technology in Education / GCU Tour

April 25th - Process Costing / Tour & CMA Night

Online Education: The Classroom of Tomorrow

To be a successful management accountant in today's ever-changing business environment, you need to maintain a competitive skill set. That's why professional development and continuing education courses are so important. Whether you're practicing soft skills or studying for a rigorous exam to earn a certification like the CMA® (Certified Management Accountant), continuing education is crucial for career advancement. As busy financial professionals, we have to optimize our time spent with continuing education opportunities. Technology can help, and using it to our advantage will pay off in career development. Online learning options can help you balance both your time and budget while getting the most out of continuing education.

WEBINARS

Webinars are live interactive seminars conducted over the internet. A host, or hosts, presents a topic via video or slide deck, which can be very useful if you like to take notes. Some webinars even have a chat box where audience members can exchange information and ask questions of each other and the host(s). This is a great source of knowledge sharing. At 30 to 75 minutes in length, webinars allow you to participate during your lunch break or even rewatch the webinars at convenient times.

NANOLEARNING

Nanolearning (or microlearning) courses are typically five to 15 minutes in length and offer bite-sized bits of information with a single, highly targeted objective. They are similar to webinars in that they are video- or slide-based presentations hosted by one or more people. These courses are effective if you're the type who likes to learn on the go since they're easily accessible on smartphones, tablets, laptops, and other mobile devices. Also, to keep pace with market demand and to better serve professionals, NASBA recently updated its guidelines to include nanolearning. Courses that are 10 minutes long are now acceptable for continuing professional education (CPE) credits.

SELF-STUDY COURSES

Self-study courses are great because you can study wherever (and on whichever device) is convenient for you and can work at your own pace—though there's usually a deadline to finish the course. You can either take courses online through a university or through an organization like IMA® (Institute of Management Accountants). Online courses are less expensive than in-person or instructor-led courses. Individuals who are reading-writing learners would benefit the most from these courses. In addition to accounting-related courses, you can also find many related to soft-skills training.

MAXIMIZING YOUR DOWN TIME

Busy professionals know that continuing education is crucial for career advancement. That's why it's important to maximize our time spent with training courses. When I studied for the CMA exam, I studied a little in the morning before work, on my lunch break, after dinner—whenever I could. I do the same today with my continuing education. Continuing education is always top of mind at IMA. Members holding the CMA need to earn 30 CPE credits per year to maintain their certification. IMA hosts more than [40 webinars](#) each year, which qualify for one or one and a half hours of NASBA-approved CPE credits. Most are free to members. In addition, IMA's [self-study course catalog](#) includes more than 300 courses on general finance and accounting topics as well as ethics courses. With year-end approaching fast, it's a great time to ensure you've met your CPE requirements.

IMA Moments that Matter Blog post by Dennis Whitney, CMA, CFM, CAE. Check out all the IMA blogs online at www.sfmagazine.com.



*IMA's Certification for
Accountants and
Financial Professionals
in Business*

The
CMA
Corner

CMA Video Contest 2017

Become a star and win big prizes!

Show us what the CMA means to you and win great prizes! We're looking for a variety of original and informative ways to tell the CMA story through video. We'll see you in the screening room.

The theme of the contest is "You've Got to Earn it": Are you just learning about the CMA program for the first time or have you already risen to the challenge of the CMA exams? We want to hear what the CMA means to you – unleash your creativity, think outside the box, and have fun!

For inspiration, see our [new commercial](#).

How Does it Work?

- Create your own CMA story and shoot your video! Here are a few suggestions to get you started.
- Possible points you could focus on in your video: Value, careers, Study tips
- Shoot the video
- Have Fun
- Become a Star!
- Win Great Prizes!
- Anyone can enter!
- Deadline - All entries must be submitted by 11:59 p.m. EST on Tuesday, January 31, 2017.
- Submit your video

Visit the IMA website for contest details at www.imanet.org/cma-certification/cma-video-contest-2017



PASS THE CMA EXAM!

GLEIM CMA[®] REVIEW SYSTEM

**IMA Chapter members
receive significant discounts on
CMA and CPE purchases!**



System includes:

- Personal Counselor
- Gleim Online
- Test Prep Software
- Test Prep for Windows Mobile
- Essay Wizard
- Audio Cds
- Books
- 18-mo. Product Replacement

Contact Melissa Leonard at:
800.874.5346 Ext. 131
melissa.leonard@gleim.com
gleim.com

SUCCESS GUARANTEED!!



IMA AZ Valley of the Sun Chapter 2016 - 2017 Board of Directors

President	Trey Ballard	VP Communications	Brian Haberlin
President–Elect	Tom Dopler	Email Distribution	Brian Haberlin
VP Administration	Travis Magneson (P)	Asst Email Distribution	Diane Hewlett (P)
Treasurer	Ron Caron (P)	Newsletter	Laura Mangan
Assistant Treasurer	Kendall Argust	Publicity	Trey Ballard
Secretary	Nancy Thurber	Webmaster	Deb Michalowski (P)
Past President	Sal Forzano (P)		
Past President	Cheryl Brock (P)		
		VP Membership	open
		Member Relations	Kendall Argust
VP Education	Camille Cook (P)	Community Service	Chris Fritsch
Co-Director	Greg Gilstrap (P)	Corporate Development	Deb Michalowski (P)
Co-Director	Nick Stefaniak (P)	Sponsorships	Chris Stich
Co-Director	Tom Dopler	Employment	Chris Stich
Co-Director	Pam Zanzucchi (P)	Student Relations	open
Co-Director	Deb Michalowski (P)	SCST Scholarship	Donna DeMilia
CMA Program	Julie Wilson	SCST ASU	Nick Stefaniak
Asst CMA Program	open	SCST DeVry	Robert Norton
Education Reporting	Dawn Sandberg	SCST GCU	open
Certificate Reporting	open	SCST Internship	open
Webcaster	Kathleen Moren (P)		
Meetings/Attendance	Ron Caron (P)		
Raffle	Susan Bobbe		

Please contact Trey Ballard if you are interested in serving on the chapter board, on a committee or volunteering for an event. Email Trey at charles.ballard3@gmail.com. Members are welcome to join us at monthly board meetings. Check the events page for the date and location of board meetings.

IMA AZ Valley of the Sun Chapter Member December Anniversaries

1-10 Years

Scott Stone, CPA
Erik Fortier, CTP
Anthony Conyers
Don Whitehead, CPA
Janice Holmes
Melissa King
Nicole Koenes
Matthew Morris, CMA
Nisso Alimova, CMA
Timothy Morris, CPA
Robert Roe, CMA
Matthew Shelton, CMA
Michael Metzler, CMA
Scott Crist
Veronica Sas
Pierre Bollert

11-20 Years

Yu Mei Lin
Peter Harris, CMA, CPA
Jeffrey Egerstrom, CMA, CTP, CISA

21-30 Years

Camille Cook, CPA
Robert Berger
Ronnie Jett
Richard Wamhoff, CMA
Sean Wright, CMA, CPA
Daria Pace

31-40 Years

W. Jeffrey Stoddard
Sandy Burton
Stephen Peterson, CPA
Michael Horwitz
William Craig
J G. Speer
Dorothy Hird

50+ Years

A J. Hardy
John Horan, CMA

Strategic Finance: Lessons from the Wells Fargo Scandal

In the November 2016 issue of *Strategic Finance*, Curtis C. Verschoor, CMA, CPA reviews the importance of ethical influences regarding company culture, risk evaluation, employee incentives, and more in the aftermath of the Wells Fargo scandal.

Wells Fargo bank (WFB) reached an agreement with regulatory agencies to pay \$185 million in penalties for engaging in fraudulent marketing practices. Bank employees are alleged to have used existing customer names and accounts to (1) open new checking accounts and transfer funds to them (known as “simulated funding”), (2) create new credit cards, (3) enroll in online banking, and (4) order and activate debit cards—all without customer knowledge, authorization, or consent. Depositors who didn’t need or want these products were hit with late fees, overdraft charges, annual fees, and other costs.

Blame is being placed on the bank’s marketing incentive plan, which set extremely high sales goals for employees to cross-sell additional banking products to existing customers whether or not the customers needed or wanted them.

The marketing practices in question conflict substantially with the publicly expressed *Vision and Values of Wells Fargo*. The unethical behavior also differs greatly from WFB’s *Code of Ethics and Business Conduct*, which notes that “At Wells Fargo, holding ourselves to the highest standards of ethical behavior is nothing new.” The Code states the bank doesn’t tolerate retaliation, yet numerous media reports have surfaced about whistleblowers who spoke up about employees gaming the system and were fired for other reasons.

An important part of the effort to prevent wrongdoing is the presence of an ethical culture permeating the company at all levels. An established ethical culture helps ensure that employees will resist any pressure or temptations to compromise ethical standards.

When aware of unethical and potentially illegal practices, management accountants shouldn’t ignore them but should take appropriate steps to help resolve the issue while considering the risks of reporting the practice and of remaining silent. Established organizational policies should be followed, including use of an anonymous helpline or hotline if available.

Visit the website sfmagazine.com for the full article and the latest issue of *Strategic Finance*.

Upcoming Chapter Event

Dec 2nd

Lunch & Learn

Ethical Behavior

Karsten Golf Course

Dec 6th

Board Meeting

Vintage 95 Chandler

Dec 13th

Net/Tech Session

LinkedIn - Spouses Night

Phoenix Airport Marriott

Jan 17th

Net/Tech Session

Federal & State Tax Updates

Phoenix Airport Marriott

Jan 27th

Lunch & Learn

ID Theft

Karsten Golf Course

January 28th

Ethics Update

CBIZ Training Center

Vision Statement

Our vision is to be the resource for developing, certifying, connecting, and supporting the world's best accountants and financial professionals within business.

AZ Valley of the Sun Chapter
P.O. Box 2771
Scottsdale, AZ 85257-2771

www.imavalleyofthesun.org



The Association of
Accountants and
Financial Professionals
in Business

Mission Statement

IMA's mission is to provide a forum for research, practice development, education, knowledge sharing, and the advocacy of the highest ethical and best business practices in management accounting and finance. IMA currently represents more than 80,000 accountants and financial professionals in business. The participation of each of our members makes the success of our mission possible.

Reminders:

- Take advantage of free CPE, sign up for the monthly IMA webinars.
- CMA's need to complete their 30 hours of CPE by Dec 31st.
- Save the Date - 1/28/17 and join us for 4 hours of AZ Ethics CPE.

December 2016

Sun Mon Tue Wed Thu Fri Sat

				1 <i>Webinar</i>	2 <i>Lunch & Learn</i>	3
4	5	6 <i>Webinar</i> <i>Board Meeting</i>	7 <i>Webinar</i>	8	9	10
11	12	13 <i>Tech Session</i>	14 <i>Webinar</i>	15	16	17
18	19	20 <i>Webinar</i>	21	22	23	24
25	26	27	28	29	30	31