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**Project Management Institute
Michigan Capital Area Chapter**

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Michigan Capital Area Chapter Newsletter

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Message from the President

Rick Cummings

Let me be the last to wish you a Happy New Year! I hope everyone had a great and safe holiday. As most everyone has probably reflected on the past year in relation to his or her own achievements and events, we also look to the coming year trying to anticipate what is in store for us. The Michigan Capital Area Chapter had several successes of its own and I give credit to the Board and membership for making our chapter a successful one. Our accomplishments were the recipe for the 2001 Chapter Membership Growth Award, which we were awarded at the 2001 Leadership meeting in Nashville, Tennessee. This award went hand in hand with obtaining our 200th member milestone in March. In the spring, we also began our planning sessions for the Fall Professional Development Day held October 16th. By all standards, this event was a huge success! Attendance was over 200 people (attendees and speakers) and the feedback we received was something the planning committee can be very proud of. We look to have more of these events in the near future.

I would like to take this opportunity to remind members of the MCAC Board elections in May. As you begin to set your own goals to achieve this year, think about including some time to participate on the Chapter Board – and receive PDU's to boot! Your time and assistance in helping the Chapter meet its goals is not only a rewarding experience, but also benefits the Chapter and its membership. The positions that will be open include: Chapter President (this position opens annually), Vice President of Logistics, Vice President of Communications, Vice President of Programs, and Vice President of Professional Development. If you are considering running for one of these positions, you may attend any one of our monthly Board meetings in the coming months to help make your decision. Please approach any of the incumbent board members for information on their position, duties and time commitments. Even if you are not considering running for a Board position, keep in mind that our Board meetings are open to our members.

Continued, see "President" on page 4

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Membership Corner

Maureen Myers, PMP
VP for Membership

As of the end of December, the Michigan Capital Area Chapter has 200 members. We'd like to extend a warm welcome to our members who have joined in December.

Our newest members include:

James Alger, Unisys;
Brett Kiah, Building Associates, Inc.; and
Katherine Lum, Michigan Dept. of Transportation

Membership Anniversaries in January:

Richard Brown, Unisys; Jim Dzengeleski, Michigan Unemployment Agency; Karen Lambert, Michigan National Bank Corp.; Leslie Largent, EDS; Bobbie McKennon, Michigan Department of Treasury; Shelly Muzo, Integrated Strategies; Douglas Newton, NSK Corp.; Curtis Patriarche, Jackson National Life Insurance Co.; Gerri Glover Reado, Dow Chemical Company; Judy Salajan, Michigan Unemployment Agency; Eric Schreiber, St. John Health System; and Denny Sikkila, Cap Gemini Ernst Young.

We Need Your Help

The membership committee is looking for success stories/testimonials on how project management methods have improved performance on projects in area businesses and agencies. If you have any success stories or best practices that worked for you, please send them to me at myersm3@michigan.gov.

Happy 2002!

Programs Corner

Pamela Sawatzki
VP for Programs

Now that we are well into 2002, it is time to start thinking about attending the Chapter dinner meetings. It is a great way to network and also learn more about project management. Please mark down February 19, 2002 on your calendar as we welcome Rajiv Das, a Senior Technology Manager with Accenture. He will be talking about "Leveraging the Project Management Metrics for Success". Rajiv has managed several program management offices at different client sites and has a lot of experiences to share with our organization.

The bonus speaker for February will be Amy Piper. Join us as Amy discusses "Barriers to Change in an Ever Changing Work Environment." Amy will be addressing changes within an organization. This presentation will discuss barriers to change, change behavior and some transition strategies to move you to the desired state of change.

March will be a great month to attend the PMI dinner meeting as well; William Kerr with Keane will be the evening speaker. He will be speaking on "Risk Management".

The March bonus program offers something a little different...David Szary, founder of Recruiter Academy will speak about "Seeking Employment in a Bear Market". This might prove timely with the job cuts that we have seen as the result of a weaker economy.

Hope to see everyone at the Holiday Inn-South!

Michigan Capital Area Chapter PMI
Statement of Changes in Net Assets

January through December 2001

Ordinary Income/Expenses	
Income	
4000 · Chapter Meeting Income	10,440.00
4050 · Membership Dues	3,780.00
4100 · Professional Development Income	22,208.34
4250 · Restricted Corp. Sponsorships	7,810.00
4350 · Other Revenues	600.00
Total Income	44,838.34
Expenses	
5100 · Dinner Meetings	
5110 · Room Charges	132.50
5120 · Meals	931.73
5140 · Other	329.89
5100 · Dinner Meetings - Other	6,886.00
Total 5100 · Dinner Meetings	8,280.12
5200 · Professional Development Exp.	
5210 · Room Charges	625.00
5220 · Meals	6,378.43
5230 · Prof. Development Speaker Fees	557.83
5240 · Other	2,239.85
5250 · Conference Planning	3,058.11
5260 · Printing and Reproduction	5,703.38
Total 5200 · Professional Development Exp.	18,562.60
6000 · General and Administrative	
6120 · Bank Service Charges	1.60
6180 · Insurance	
6185 · Liability Insurance	150.00
6240 · Miscellaneous	189.31
6245 · Membership	48.46
6250 · Postage and Delivery	54.14
6350 · Travel & Ent	759.63
Total 6000 · General and Administrative	1,203.14
Other Expense	
8010 · Other Expenses	680.00
Increase in Net Assets	16,112.48
Beginning Net Assets	8,125.34
Ending Net Assets	24,237.82

Submitted by Ruth Mealy, CPA
 VP Finance

COMPUTERWORLD DAILY SHARK
 December 7, 2001

Shark Tank: Not quite clever enough

The CIO of this government IT contractor usually chairs quarterly project reviews.

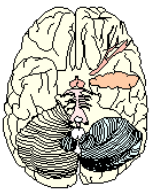
"And that's the way it's done for the first review of this major project", says an IT pilot fish who works there. "But after the first review, the clever senior project manager schedules his quarterly reviews when the CIO is on the road," says fish, "so there's always a substitute in the senior management chair."

The project sails merrily along, with the news from the reviews always the same: **It's always on or ahead of schedule** -- a major feat for a system this complex. And the on-schedule status is faithfully reported to the CIO once he's back in the office. But on the day of the eighth quarterly review, the CIO's scheduled road trip is canceled. And as the clever project manager hastily zips through his presentation and hits the schedule slide -- "Everything here is A-OK," he says -- the CIO replies, "Not so fast." He pulls out his copy of the slides from the project's first review.

"This doesn't look like the same schedule you started with," CIO says. "Is it?" Clever project manager hems and haws and at last admits, "Well, not quite. But it's only moved to the right a few days." CIO frowns. "Looks like about 150 days to me, and that isn't a few days," he says. "Who authorized the schedule changes?" All the senior managers at the review exchange blank looks. "No more changes to the schedule without my approval," barks the CIO. "I want to reschedule this review for tomorrow, and I want to see the old and new schedule."

And with that, he leaves the room. "Uh-oh," says the clever project manager, breaking the silence. "Guess I better have a good story. Will my project team please stay?"

Contributed by Rick Cummings



Grey Matters

Random Thoughts on Project Management

by Daniel Belcher, Contributing Editor

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Software Magic

I have had the pleasure of attending several software demonstrations lately. To minimize my yawning I have been noting all the amazing software capabilities and colorful phrases presented by the vendors. Below are a handful of my favorites.

How could anyone resist software components that are "totally customizable." It does sound too good to be true. I can almost picture the poor soul, who has a Ph.D. in computer science, propped awake on caffeine at 2:00AM trying to accommodate a user's customization request by the following day.

Just imagine being curled up by the fire with your PC running software that gives you a "single user logon experience" – how romantic! Or a product that was written with "Unicode that supports all languages," probably even the language of love.

My absolute favorites are the analogies and terms that make you want to grunt like Tim Allen. One product performed tasks "internally under the hood" with graphical results showing on the screen "instantly as soon as I (the vendor) typed it". What guy can resist software that has an "engine that screams" to perform complex calculations. If there are any of you stressed by work, imagine releasing some of that through software with "tear" or "slam" down menus. You are probably thinking the same thing I am – Who do I make the check out to?" augh augh AURGH

Have you ever heard a software vendor say "we can't do that?" I have once, when a road design vendor was asked if the software could build the road that it had just designed. Typically, if a software appears not to perform a desired function, the vendor quickly offers a work around or states that the feature could be incorporated into the next release. Try getting that one in writing!

With all these attempts to hypnotize us into buying the software, I am not surprised by the trends of "free pilot testing." Having the vendor load their software in your environment for testing has become the preferred way for the buyer to determine if the demonstrated software is real or illusion before opening their checkbook. I myself can't wait to test drive the software with the screaming engine to see if it is a Ferrari or a Flintstones special.

President, *continued from page 1*

The board will be holding strategic planning and budget sessions in the next several weeks and will share the results of the meetings in the newsletters to come. One last request, we wish to continue to grow the chapter and retain existing members. Attracting new members is one way of measuring our success. As in past few years, we have seen a leveling off of membership during the November and December months and historically, January has been a slow month as well. We encourage you to help your chapter by talking to your coworkers and others about the benefits of membership in PMI and the Chapter. Anyone interested in obtaining information to promote the chapter to potential members and also promote attendance at our monthly dinner meetings, please contact Maureen Myers, VP of Membership, or any other board member. If interested, we are also looking for volunteers to help out on the membership committee!

Tips, Quips, and Quotes

Compiled by Liz Chaney, Contributing Editor

"Every man is a damned fool for at least five minutes every day. Wisdom consists in not exceeding the limit." --Elbert Hubbard

"You take people as far as they will go, not as far as you would like them to go." --Jeanette Rankin

"To learn is to change." --George B. Leonard

"A man wrapped up in himself makes a very small bundle." --Benjamin Franklin

"Everyone needs help from everyone." --Bertolt Brecht

"We cannot live only for ourselves. A thousand fibers connect us with our fellow men."
--Herman Melville

"In putting off what one has to do, one runs the risk of never being able to do it." --Charles Baudeliare

"When in doubt, do it." --Oliver Wendell Holmes

"Worry compounds the futility of being trapped on a dead-end street. Thinking opens new avenues."
--Cullen Hightower

"What is there to be afraid of? The worst thing that can happen is you fail. So what? I failed at a lot of things. My first record was horrible." --John Mellencamp

"A strong reputation leads to authority and influence. Authority and influence are the foundation of power."
--Brian Koslow

"Too many people miss the silver lining because they're expecting gold." --Maurice Setter

"There are two tragedies in life. One is to lose your heart's desire. The other is to gain it."
--George Bernard Shaw

"The problems of victory are more agreeable than those of defeat, but they are no less difficult."
--Sir Winston Churchill

"A wise man will make more opportunities than he finds." --Francis Bacon

"To seek one's goals and to drive toward it, steeling one's heart, is most uplifting!" --Henrik Ibsen

"Decisions, particularly important ones, have always made me sleepy, perhaps because I know that I will have to make them by instinct, and thinking things out is only what other people tell me I should do."
--Lillian Hellman

"Calculation never made a hero." --John Henry Cardinal Newman

"Systems die; instincts remain." --Oliver Wendell Holmes, Jr.

Project Excellence In a Non-PM Workplace: #3 - Effective Small Project Communications Todd Trainor, PMP

In a continuing discussion of using project management in a non-PM disciplined shop, we continue with Communications Management. Previously we learned the value of stakeholder signoff. Now we'll discuss how a communications plan can be simple and give you the biggest bang for your effort in your non-PM workplace.

When studying for the PMP exam, you learn about the nine knowledge areas. (Integration, Scope, Time, Cost, Quality, Risk, HR, Communications, and Procurement) While smaller projects can skip some of these, Communications Management is always needed, no matter the project size.

In businesses that are not ordinarily PM disciplined, where projects can be brute-force barely-manageable efforts, even the simplest communications plan for your projects will set you miles apart for the others. Planned communications is not intuitive: It is a learned behavior. When done right (or at least better than your peers) it is greatly appreciated and will earn you a positive reputation for being effective.

If you look carefully at failed projects, many times lack of proper communications is a large factor. Cover yourself... communicate often, about everything to everybody.

Having an effective communications plan accomplishes several objectives: 1) During planning, it fosters active participation in your plan. 2) It satisfies people's need to be informed. 3) It is CYA.

At a minimum, your small project communications plan should include the following:

- Meeting Minutes
- Frequent Status Updates
- Project Web Site

Unless your business requires meeting minutes, and few workplaces do, people don't write them. If you have discipline to write minutes, you will be rewarded.

Meeting minutes should include: 1) a list of invitees, 2) a list of attendees, 3) the original agenda, 4) notes, decisions, critical conversations, and 5) action items.

It should be made clear who was invited to this meeting. If you are using an electronic scheduling calendar, you can often cut and paste these names from the calendar.

The list of attendees will document who actually showed up to your meeting. This helps to encourage invitees to attend if they know attendance is published. When conducting your meetings, get into the habit of writing down the names of those who attended. In some cases, you can ask an attendee (perhaps the person sitting next to you) to write down the names of people who stroll into your meeting.

Quite likely the largest part of your meeting minutes will be the notes section. One frustrating phenomenon of meetings is that often many issues are discussed but not concluded or agreed upon before the conversation drifts into another subject. Since you are listening for subject changes while taking notes, you will become more aware of dangling topics and can control them. The minutes should include most of the topics discussed, but also identify the unresolved issues, as they might be an agenda item for the next meeting.

Action items may well be the most important part of your meeting minutes. Throughout the meeting, you (or your designated scribe) will need to capture all the agreed upon tasks. If you listen carefully to meeting conversations, you can see why confusion about tasks can arise. "I can do [something]" may be interpreted as "I will" by one person or "I offer to if you ask me to" by a different person. As the scribe, you can now ask for clarification while you are taking notes. Or when you review the action items at the end of the meeting the confusion can be resolved then.

While published meeting minutes provide a reminder to those who attended, it also provides a single-source, formal review for those who didn't attend the meeting. In many workplaces the only people who know the discussions and agreements that took place in a meeting are those who physically attended the meeting. If you weren't there, you may never find out unless you ask.

Publishing the minutes helps make the discussions and the action items more formal and durable, thus increasing your chances that agreements are understood and action items are completed. This is important on some projects where formal change control is non-existent, where the minutes may be your only documentation for changes agreed to in your meetings.

Meeting minutes take time to write, yet they save you time in the future. Besides, they make you look formal and disciplined, which is the nature of being a PM.

New Years Resolutions for the Project Manager

By Kelly Slone, PMP, CPM
Project Management Leadership Group

The coming of the new year always seems to bring a sense of responsibility to us, and we find ourselves making promises to eat better, exercise more, spend less frivolously, spend more time with our children, and on the list goes. We plan the changes that we want to see in our lives, and a new year gives us this 'fresh slate' to execute that plan.

In our professional lives as project managers, it could be said that creating a list of new years resolutions would also be useful. Though the project may not have a 'fresh slate' on it's own, we can give it one by taking the time to do inventory of what worked and what didn't in the previous year, and apply those lessons to resolutions for the upcoming year.

It begins with asking ourselves the same question that we ask when doing a personal list of new years resolutions – 'What do I know that needs to be introduced in my life this year?' The answer to this question will be different for each project manager. For some, it may be better communication with project stakeholders. For others, it will be creating more face time with the customer. Developing better risk planning, creating accountability for issues resolution, becoming more organized, prioritizing, and on goes the list.

Having the list is the first step. But, how many personal new year's resolutions have not been maintained? Too many. If resolutions for our projects are going to stick, we may want to consider the following:

- Developing the list is not enough. We must take action. For example, if our resolution is to complete risk planning, then we must take a small action that demonstrates we are committed to the end result – prepare the meeting agenda and set up the meeting on everyone's calendar. We must demonstrate our commitment through the action.
- Tell someone that we respect about our intentions. Laws of psychology suggest we are more likely to implement changes when someone else is watching for it. For our projects, communicating our intentions to appropriate project stakeholders can serve to commit us.
- Remind ourselves that the day will come where we will look for the path of least resistance. When the easier path is offered up, we must remind ourselves of what failed when we have taken the easier road in the past.

Take the time to inventory yourself as a project manager and make the new year's resolutions that will insure better success for you and for your project!



Ms. Mary Levine from the Michigan State Police discusses the Michigan Public Safety Communications System Project at our November Dinner Meeting.

Mary did a great job in captivating the audience when it came to defining the need for communications in the public safety arena, especially when several different public safety agencies are involved. Mary stated that when project assumptions turn out to be false, the PM needs to quickly research and understand the extent of the problem. Another key is to educate your project team and gain their buy-in early in the project.

Mary's presentation can be found on our website at <http://www.pmi.org/chap/mcapmi/mpscspresentation.ppt>.



Dear Maxine,

I have managed a few small projects before now. My boss asked me to take on a new project the other day and asked that I do it using all the templates in our project methodology (which is based on the PMBOK). There are so many templates and areas to be concerned with, I don't know where to start. Can you help me?

Overwhelmed in Ovid

Dear Overwhelmed,

It does seem overwhelming when you look at all of the things you might think about. It's a little like learning to play golf, so many things to remember when you swing the club. But as Tiger Woods says "I just think about where I want to hit the ball". You need to do the same thing. Here are the things I think are indispensable in managing a project:

- **Project Charter and Scope** – this tells you where you and the others in the project are "trying to hit the ball." Get all the stakeholders input and agreement.
- **Work Plan** – this is the work breakdown structure, or the detailed tasks, times and resources to get the project done. The project team needs to help you create an estimate the effort needed to do the project.
- **Resource Plan** – goes along with the Work Plan in that it defines what skills, who has those skills, and what their availability is to work on the project.
- **Change Control** – usually some group of project stakeholders that can review and sanction any changes that will come up along the way, and those changes *will* come up.
- **Communications Plan** – all levels of stakeholders need to be continuously communicated with. This lays out how and when you will do it.
- **Risk Assessments** – you at least need to be aware of the possible risks that may affect the project. You need to involve the leading stakeholders in the project to help you identify and avoid or mitigate those risks.

Good luck and remember, keep focused on the outcome of the project.

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MAX & MAXINE CLASSIC

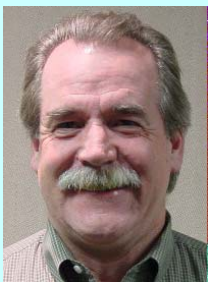
BY LARRY SELVAGE & DAN BELC-HER



- PMI has released a Sixty Days (60) Notice on 2 January 2002 announcing that the new PMP® Certification Examination will be released globally in eight languages on 4 March 2002. Please visit the PMI Web site (www.pmi.org) where you can click on a link to this Sixty Days (60) Notice in the "Breaking Institute News" section and read it in its entirety.
- The January issue of PMI Today® features the Call for Nominations for five open director-at-large positions to serve on the PMI Board of Directors for the years 2003 through 2005. Members interested in board service should view this call in *PMI Today* or visit the home page of the PMI Web site, www.pmi.org.
- The new year heralds the introduction of improved PMI membership cards. After extensive testing we are pleased to start sending both new and renewing members these high-quality, lightweight plastic cards. We feel this new material will hold up better and support the printed membership information much more reliably.

One of the benefits of this new enhancement to the program is that it allows for faster receipt of membership materials. As members renew throughout 2002, they will be provided with this improved symbol of their participation in PMI within as few as three days.

- PMBOK® Guide - 2000 Edition now available as PDF on members only Web site. PMI® is pleased to announce that the *PMBOK® Guide - 2000 Edition* is now available for no-cost viewing and download as a PMI Member Benefit from the members only portion of the PMI Web site. The PDF is a view only copy (printing and copy and paste are disabled). This is in addition to the *PMI Practice Standard for Work Breakdown Structures* and the *PMBOK® Guide - 1996 Edition*, which were previously made available through the members only site.
- PMI has formally executed a Letter of Intent for the formation of a Potential College of Scheduling. Stuart Ockman, PMP will sponsor PMI's second college to build confidence in the integrity of schedules. In accordance with PMI's newly established guidelines, the Potential College will work to develop a formal approach to the body of knowledge related to scheduling. The formal approach must represent original work completed by the Potential College and its members, distinct from outside works or existing PMI material. The formal approach must clearly identify a preponderance of the existing published works that are generally available and that relate to the area of focus, and document a three to five-year plan for further developing and making available to the profession the Body of Knowledge in the area of focus. If you have any questions, please contact Component Affairs Administrator, Brantlee Jacobs by e-mail at sig@pmi.org.
- PMI announces the selection of Dennis Bolles, PMP as the Project Manager of the *PMBOK® Guide - 2004 Edition Update Project*. Bolles is currently forming his team, which will start work in January 2002. Interested volunteers can find information and an application at: <http://www.pmi.org/standards/pmbokgupdatesession.htm>.



PM Eye On Curt Patriarche!

Curt Patriarche works for Jackson National Life Insurance Group. As a member of JNL's Project Office, Curt has been charged with establishing a structure for all projects at that organization. His initial focus was on training and mentoring; and now will focus on adherence to, and effective use of, established project practices. Curt is also involved in coordinating his company's Business Recovery Plan updates, and establishing processes to monitor plan administration and maintenance.

Curt first joined PMI in 1990, but as his job changed, his membership lapsed. He rejoined PMI approximately 1½ years ago. Curt attends the dinner meetings to learn from our speakers and to network with other attendees.

Please introduce yourself to Curt Patriarche at a future dinner meeting.

Curt was the winner of the November, 2001 dinner meeting drawing!

Program Events Schedule

The Chapter Dinner Meetings are held on the third Tuesday of each month, September through May, excluding December. The Dinner Meetings are held at the Holiday Inn South Hotel and Convention Center. Bonus Programs are held prior to dinner meetings from 5:15 to 6:00.

Costs: Dinner costs are \$25 for members and \$30 for non-members. Anyone who does not pay in advance will be charged an additional \$5 at the door. If you are not pre-registered, we may be unable to accommodate you due to restaurant limitations.

January 15, 2002 -- Chapter Dinner Meeting, featuring Mr. Steve Shaughnessy from the Michigan Department of Transportation, "Putting the Fix on 496" – Lansing Holiday Inn South.

January Bonus Program – "Lessons Learned", presented by Lori Watson from EDS.

February 19, 2002 -- Chapter Dinner Meeting, featuring Mr. Rajiv Das from Accenture, "Leveraging the Project Management Metrics For Success" – Lansing Holiday Inn South.

February Bonus Program – "Barriers to Change in an Ever Changing Work Environment", presented by Amy Piper from EDS.

March 19, 2002 -- Chapter Dinner Meeting, featuring Mr. William Kerr from Keane, "Risk Management" – Lansing Holiday Inn South.

March Bonus Program – ""Seeking Employment in a Bear Market", presented by David Szary-Founder from Recruiter Academy.

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