



AMERICAN SOCIETY OF MILITARY COMPTROLLERS

# Sequoyah Chapter

Newsletter

Tinker Air Force Base, Oklahoma

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## IN THIS ISSUE

1	President's Message
1	Ticket Monitors
1	New & Returning Members
1	Treasurer's Report
1	Membership Report
2	Luncheons
2	Free Lunch Ticket Winners
2	New CDFMers
2	Online Membership
3	Calendar of Events
4	Training Opportunities
4	Article "Unclutter Your Computer"
5	Community Service
6	Awards: Recognizing Excellence
7	National ASMC News



## President's Message...

*Happy Holidays Fellow Financial Managers!*

*With Close-Out behind us and the holidays fast approaching, I thought I would take a moment to give thanks to our members. The up-tempo can be overwhelming at times, but you still serve faithfully and ensure the mission is successful. Thanks for all you do! There are many things that help us successfully support the financial mission, and I feel that being a part of ASMC helps to fill your "kit bag" with the necessary tools.*

*First, ASMC strives to help you stay current on hot financial management topics. We recently provided CDFM Module 1 training during several lunch hours and Fiscal Law Audio Training during a 90-minute session. Additionally, we provide the annual PDI and monthly luncheons which strive to provide you with relevant and interesting topics.*

*Second, ASMC tries to recognize deserving individuals each year. Last year, our chapter was successful in winning numerous awards and accolades. We will soon be announcing the call for nominations for the 2008-09 awards, so start thinking now! Anyone can nominate an individual for exceptional service.*

*Finally, our chapter attempts to build camaraderie through events such as monthly luncheons, community service projects, and the Annual Ice Cream Social and Networking event. I understand other commitments sometimes carry us away from ASMC, but we are always in need of volunteers and participants like you! I would like to wish each of you happy blessings in 2009 and I look forward to talking to you at our next event!*

*Your President, Crystal Boston*

## Ticket Monitors

Susan Staudt	884-8520
Patricia Lindley	339-7370
Shelley Jones	884-0201
Libby Curry	339-5900
Jeffrey Leid	339-7164
Loretta McCoy	884-7215
Gary Rose	884-9949
Judy Crespo	339-2041
Gatha Johnson	336-7353

## New & Returning Chapter Members

Matt Baginski	OC-ALC/FMA
Don Davis	OC-ALC/FM
<i>Transferred from Land of Lincoln Chapter</i>	
Sharry George	OC-ALC/FMC
Cindy Grassman	DFAS MSA
Don Hill	72 CPTS/FMN
Susan Low	559 ACSS
Karla Misener	DFAS MSA
John E Scott	Army
John Veal	Army
Regina Velarde	727ACSG/OM

## Treasurer's Report

Month	Checking	Savings
Sep 08	\$6,666.10	\$741.71
Oct 08	\$6,617.10	\$742.62
Nov 08	\$6,712.35	\$742.62

## Membership Report

Month	General	Corporate
Sep 08	152	4
Oct 08	155	4
Nov 08	155	4

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## Chapter Luncheons

### Recent Luncheons...

Our guest speaker at the luncheon on 24 Oct 08 was Mr William S "Bill" Rone, a member of the Senior Executive Service and Director of Financial Management and Comptroller, Headquarters Air Force Special Operations Command, at Hurlburt Field, Florida. Mr Rone briefed attendees about his experience with AFSOC and discussed career vectoring, mentoring, career roadmaps, and special operations as it pertained to financial management development.



Our guest speaker at the luncheon on 18 Nov 08 was Mr Robert Jacks, a career field administrator with the FM Career Field Team at Headquarters Air Force Personnel Center, located at Randolph Air Force Base, Texas. Mr Jacks discussed his role on the FM Career Field Team, overseeing civilian development programs such as career broadening and counseling. He also provided one-on-one career counseling sessions throughout the day to interested financial managers.

Our guest speaker at the luncheon on 9 Dec 08 was our own Mr Jeff Leid, CDFM, an auditor with the Air Force Audit Agency, at Tinker Air Force Base, Oklahoma. Mr Leid discussed how financial managers can prepare for an audit *before* being audited. Financial managers should remember that original documentation is always best—keep signed and dated copies; when in doubt about decisions, document the decision and your opinion—if possible, get an unbiased person to agree and sign; and if a waiver to policy can be obtained, get a signed and dated original and keep it on file.



### Upcoming Luncheon...

On Tuesday, 20 Jan 09, the Sequoyah Chapter will welcome Ms Barbara Pritchard to speak at our next luncheon in the Tinker Club Ballroom. Ms Pritchard, a senior stakeholder liaison with



the Internal Revenue Service, in Oklahoma City, Oklahoma, plans

to inform members how to best navigate [www.irs.gov](http://www.irs.gov) to maximize its benefits to them as taxpayers.



### Free Lunch Ticket Winners

Matt Baginski, OC-ALC/FMA  
 Cheryl Robitaille, 72 CPTS/FMA  
 Donna Curtis, 72 CPTS/FMAS  
 Vicki Hunt, 72 CPTS/FMAS

### New Chapter CDFMers

2008, 2<sup>nd</sup> Quarter  
 Paul Dean, 72 ABW/CER  
 2008, 3<sup>rd</sup> Quarter  
 Gary Bourisaw, OC-ALC/FMRA

**ASMC Membership is Online** Prospective members of ASMC may now apply for membership online at the ASMC website. This method decreases the processing time by up to a week, so please encourage anyone you may be recruiting to apply online. Also, current members may renew online and update member information (new e-mail, address, job title, etc). Please read the instructions at ASMC Online Renewal <http://www.asmonline.org/membership/renewal.shtml> on how to determine default username and password.

..... SEQUOYAH CHAPTER CALENDAR OF EVENTS .....

<b>01 Sep 08 .....</b>	<b>*HOLIDAY* Labor Day</b>
<b>03-04 Sep 08.</b>	<b>ASMC CDFM Module 1 Teleconference</b> Time: 1100-1500 Contact: Jeff Leid, DSN 339-7164
<b>25 Sep 08 .....</b>	<b>Sequoyah Chapter Executive Board Meeting</b> Time/Location: 1100-1200/Bldg 3001, Cafeteria
<b>30 Sep 08 .....</b>	<b>Fiscal Year Close-Out</b>
<b>01 Oct 08 .....</b>	<b>*HAPPY NEW YEAR*</b>
<b>13 Oct 08 .....</b>	<b>*HOLIDAY* Columbus Day Observed</b>
<b>15 Oct-26 Nov 08.....</b>	<b>Canned Food Drive</b>
<b>18 Oct 08 .....</b>	<b>Adopt-A-Street Event</b> Time: 0800-1000 Location: Meet at Air Depot Blvd & SE 15 <sup>th</sup> Street
<b>21 Oct 08 .....</b>	<b>Fiscal Law Audio Conference</b> Time/Location: 1400-1530/TBD
<b>23 Oct 08 .....</b>	<b>Sequoyah Chapter Executive Board Mtg</b> Time/Location: 1100-1200/Bldg 3001, Café
<b>24 Oct 08 .....</b>	<b>Sequoyah Chapter Luncheon</b> Guest Speaker: Mr William S "Bill" Rone, SES Topic: AFSOC & FM Development Time/Location: 1130-1230/Tinker Club Ballroom
<b>11 Nov 08.....</b>	<b>*HOLIDAY* Veterans' Day</b>
<b>18 Nov 08.....</b>	<b>Chapter Officer Breakfast w/Mr Robert Jacks</b> Location: Tinker Golf Course
<b>18 Nov 08.....</b>	<b>Sequoyah Chapter Luncheon</b> Guest Speaker: Mr Robert Jacks, HQ AFPC Time/Location: 1130-1230/Tinker Club Ballroom
<b>20 Nov 08.....</b>	<b>Sequoyah Chapter Executive Board Mtg</b> Time/Location: 1100-1200/Bldg 3001, Café
<b>27 Nov 08.....</b>	<b>*HOLIDAY* Thanksgiving Day</b>
<b>1-17 Dec 08 ..</b>	<b>Canned Food Drive</b>
<b>04, 11, 15, 17 Dec 08.....</b>	<b>CDFM Module 1 Training</b> Time/Location: 1130-1230/Bldg 1, 72CPTS Conf Rm
<b>09 Dec 08 .....</b>	<b>Sequoyah Chapter Luncheon</b> Guest Speaker: Mr Jeff Leid, CDFM, AFAA Time/Location: 1130-1230/Bldg 3001, Oklahoma Rm
<b>25 Dec 08 .....</b>	<b>*HOLIDAY* Christmas Day</b>
<b>01 Jan 09 .....</b>	<b>*HOLIDAY* New Year's Day</b>
<b>07, 08 Jan 09 ....</b>	<b>CDFM Module 1 Training</b> Time/Location: 1130-1230/Bldg 1, 72CPTS Conf Rm
<b>13, 15 Jan 09 ....</b>	<b>CDFM Module 2 Training</b> Time/Location: 1130-1230/Bldg 1, 72CPTS Conf Rm
<b>19 Jan 09 .....</b>	<b>*HOLIDAY* Martin Luther King's Day</b>
<b>20 Jan 09 .....</b>	<b>Sequoyah Chapter Luncheon</b> Guest Speaker: Ms Barbara Pritchard, IRS Time/Location: 1130-1230/Tinker Club Ballroom
<b>21, 22, 27, 29 Jan 09 ....</b>	<b>CDFM Module 2 Training</b> Time/Location: 1130-1230/Bldg 1, 72CPTS Conf Rm
<b>28 Jan 09 .....</b>	<b>Leadership Audio Conference</b> Time/Location: 1300-1430/Area Audit Office

	S	M	T	W	T	F	S
	31	1	2	3	4	5	6
Sep 08	7	8	9	10	11	12	13
	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
	28	29	30	1	2	3	4
Oct 08	5	6	7	8	9	10	11
	12	13	14	15	16	17	18
	19	20	21	22	23	24	25
	26	27	28	29	30	31	1
Nov 08	2	3	4	5	6	7	8
	9	10	11	12	13	14	15
	16	17	18	19	20	21	22
	23	24	25	26	27	28	29
	30	1	2	3	4	5	6
Dec 08	7	8	9	10	11	12	13
	14	15	16	17	18	19	20
	21	22	23	24	25	26	27
	28	29	30	31	1	2	3
Jan 09	4	5	6	7	8	9	10
	11	12	13	14	15	16	17
	18	19	20	21	22	23	24
	25	26	27	28	29	30	31

## Training Opportunities

### *CDFM Certification Study Group*

The ASMC Sequoyah Chapter is beginning an intensive CDFM certification study group commencing on 4 Dec 08. These lunch time study group teleconference sessions will be held for each module—participants are encouraged to bring a brown bag lunch. In addition, participants do not have to be ASMC members to attend these study group sessions, but need to become members to sign up for actual exams and CDFM certificates. This is a two-phase plan whereas participants could be certified by 28 Feb 09. POCs are Jeff Leid, Wendy Smith, and Crystal Boston.

<b>MODULE 1</b>	<b>4, 11, 15, &amp; 17 Dec 08 ~ Lunch study sessions, 1130 to 1230 ~ Bldg 1, 72CPTS Conference Room</b> A dial-in number will be made available for those that do not wish to travel to Bldg 1. We will most likely alternate locations between Buildings 1 and 3001, with a call in number. <b>7 &amp; 8 Jan 09 ~ ASMC EDFM instructors via telecom, 1100-1500 each day ~ Certificate &amp; CPE awarded</b>
<b>MODULE 2</b>	<b>13, 15, 27, &amp; 29 Jan 09 ~ Lunch study sessions, 1130 to 1230 ~ Bldg 1, 72CPTS Conference Room</b> <b>21 &amp; 22 Jan 09 ~ ASMC EDFM instructors via telecom, 1100-1500 each day ~ Certificate &amp; CPE awarded</b>
<b>MODULE 3</b>	<b>3, 5, 10, 17, &amp; 19 Feb 09 ~ Lunch study sessions, 1130 to 1230 ~ Bldg 1, 72CPTS Conference Room</b> <b>11 &amp; 12 Feb 09 ~ ASMC EDFM instructors via telecom, 1100-1500 each day ~ Certificate &amp; CPE awarded</b>

[www.asmonline.org/membership/application.shtml](http://www.asmonline.org/membership/application.shtml) **Become an ASMC Member!**

## Unclutter Your Computer

Without taking a formal survey, I know the majority of us financial managers cannot take on one more thing—including cleaning up old files. And, we have lots of old files—both physical and electronic! We do what we can, when we can, but it is so important to make this task a priority. Since clearing out old physical files is pretty much regulated, e.g., retain O&M files for five years after funds expire, etc., here are some helpful hints about cleaning up your computer files.

It's probably safe to say that you don't need all the files and e-mail messages stored on your work computer. When left unmanaged too long, an unorganized computer will perform slower and make it more difficult for you to find the information you need. If that's the case, it's a great time to make sure your computer is cleaned up and ready to roll for your next upcoming project or assignment.

### 1. Clear Out Your Old, Unnecessary Files

- How long should you keep old files on your hard drive? It's like cleaning out a closet—if you haven't used a particular file (or sweater) in a year, you should delete or store it somewhere else.
- How can you tell how old a file is? Rest your mouse cursor over the file to see when it was last modified [right-click the file, and choose Properties...you can see when the file was created, last modified it, and most recently accessed]. If a file is old, not important, and hasn't been accessed in more than six months, it might be time to clear it out.

- You're the best judge to determine which files to keep, but these are some items you might want to consider saving: project-related files, plans you could leverage for future projects, and important e-mail messages

### 2. Back Up Important Files

The next step is to copy selected files to another storage medium, such as a writeable CD or DVD, an external hard drive, or your office's server space. For your most important files, such as project files, key presentations, or large e-mails, you'll rest a lot easier if you have a backup copy stored safely away from your computer. Backing up your files to CD or DVD will allow you to safely store these disks should you happen to lose your computer or if it should fail.

### 3. Clean Out Your E-Mail

Do you already have a system for weeding out and organizing your old e-mail messages? If not, here are a few quick ideas for taming your Inbox and getting ready to handle those messages in the months to come:

- Create folders to store by sender, topic, or date.
- Create e-mail rules to file and manage your messages automatically. For example, you can create a rule to send all messages from your supervisor to a special folder for immediate attention.
- Go through your Sent folder in Outlook and delete items you no longer need (especially those with large file attachments).
- If you're sure you no longer need e-mail you've deleted, empty the folder that contains it.

Resource: Microsoft at work webarticle at <http://www.microsoft.com/atwork/manageinfo/computerclean.mspx>

## Community Service Projects

### *Adopt-A-Street Project*



On Saturday, 18 Oct 08, members met to pick up trash on both sides along one mile of South Air Depot Boulevard. They met at the Hobby Lobby parking lot to pick up their safety vests and garbage bags. This sounds like a tedious chore, but it only took a couple of hours and everyone had fun during their mile-long trek. They enjoyed a comfy ride back to their original meeting place once they discarded their collections. A special thanks to those who volunteered: Crystal Boston, Patricia Lindley, Debbie Goss and her family, Jeff Leid, Sonya Weaver, and Tammy Brandt.

### *Canned Food Drives*

Canned food was collected for scheduled food drives on 15 Oct-26 Nov 08 and 1-17 Dec 08. Donation boxes were placed in financial management areas in buildings 1, 501, and 3001 during these dates to hold non-perishable food items. All donations were given to the Regional Food Bank of Oklahoma on Thursday, 18 Dec 08.

### *Regional Food Bank of Oklahoma Service Project*

After collecting donated non-perishable food items for about three months, members volunteered to deliver them to the Regional Food Bank of Oklahoma in Oklahoma City. They stayed to help pack and unpack boxes for the food bank. A special thanks to all members who volunteered—many with their family members. It was a successful event—198 cases were filled for the Food4Kids organization, which is equivalent to 2,742 meals.





**Awards**

*Recognizing Excellence*

Did you know ASMC promotes and recognizes excellence in comptrollership and related fields by sponsoring a number of awards? Several awards are monetary with the 2009 award pool totaling \$45,500 (\$43,500 National, \$2,000 Chapter). All winners will be honored at either Sequoyah Chapter Meetings or Professional Development Institutes (PDI).

Find nomination forms at [www.asmcconline.org](http://www.asmcconline.org) and submit applications to our local Sequoyah Chapter through Sophia Colquiett, P.O. Box 45557, Tinker AFB, Oklahoma 73145, (405) 736-7117. *Committee Volunteers Needed!*

**Individual Achievement**

**Local Deadline: 22 Jan 09**

Recognition for outstanding accomplishment in fields defined at [www.asmcconline.org](http://www.asmcconline.org). Up to six National awards and three Chapter awards are granted in each of 10 categories: Accounting and Finance, Budgeting, Resource Management, Analysis/Evaluation, Comptroller/Deputy Comptroller, Intern/Trainee, Business Mgmt/Acquisition, Auditing, Education/Training/Career Development, Contractor Support. Applications may include up to three individuals. The number of awards will be dependent upon the number and quality of nominations. If less than one nomination in a category, local award winners may be chosen without regard to category. ASMC membership is not required.

**Team Achievement**

**Local Deadline: 22 Jan 09**

Recognition for outstanding accomplishment within or across any of the functional fields of comptrollership defined under Achievement Award Categories at [www.asmcconline.org](http://www.asmcconline.org). A team is defined as a group of 4-20 individuals. ASMC membership is not required.

**High School Scholarships**

**Local Deadline: 12 Feb 09**

Outstanding high school seniors or recent graduates entering fields related to financial and resource management (business administration, economics, public administration, accounting, and finance) may compete for monetary awards totaling \$18,000. The Sequoyah Chapter offers \$1,000 in scholarships to a maximum of two winners whose applications will be forwarded to National to compete for 11 scholarships ranging from \$1,000 to \$3,000. Candidates must agree to a personal interview which will be used to complete the president's recommendation letter and chapter endorsement for National competition. Membership and parent in ASMC are not required.

**National Continuing Education Grants**

**Local Deadline: 12 Feb 09**

Fifteen grants totaling \$25,000 are awarded to ASMC members. Grants range from \$1,000 to \$5000 each. Applicants must have been a member for at least two full consecutive years immediately prior to the submission due date and agree to a personal interview which will be used to complete the president's recommendation letter and chapter endorsement. Local chapters are allowed to submit multiple nominations.

**Sequoyah Chapter Continuing Education Grants**

**Local Deadline: 12 Feb 09**

\$1,000 in grants is awarded to up to two applicants. Applicants must have been a member for at least six months prior to the award submission due date. Complete the form used for national grants. However, applicants who haven't been a member for two years don't need to obtain a letter of recommendation from the Chapter president or Chapter endorsement.

**Essay**

**Local Deadline: 12 Feb 09**

Three monetary awards from \$250 to \$750 are given by National to ASMC members. Winners may be published in the *Armed Forces Comptroller* magazine. Plaques will be presented to National winners at the National ASMC PDI. This year's topic is "With a large percentage of the government's civilian workforce reaching retirement age, what steps should the Military Forces take to attract newer civilian professionals into the Comptroller career field and to retain them?" Local winners will be recognized at the Chapter PDI.

**Corporate Members**

**Local Deadline: 4 Apr 09**

Recognition for outstanding contributions furthering the goals of the local chapter and national organization. Award presentation to national winners will be made at the National ASMC PDI and may be featured in the *Armed Forces Comptroller* and the *National News*. Local winners will be recognized at the Chapter PDI.

**Chapter Leadership**

**Local Deadline: 4 Apr 09**

Recognition for outstanding continuous leadership, accomplishment and support of ASMC at the chapter level. National awards will be presented at the National ASMC PDI.



## National ASMC News

*October ~ November ~ December 2008*

**Fiscal Law Audio Conference, 21 Oct 08** On 21 Oct 08, ASMC will hold an audio conference on "Current Issues in Fiscal Law." The conference will be live and interactive and you will earn CPE credits. Our presenter will be Mr. Keith Dunn, Counsel to the Navy Surgeon General and a senior lecturer on fiscal law issues. The session will start at 2:00 pm EST and will last about 90 minutes. The audio conference will address major fiscal law issues arising out of the Fiscal Year 2009 Authorization and Appropriation Acts. Topics may also include such issues as food at conferences and events, bottled water, conference fees, commanders' coins, the ever-popular trinkets, and more.

**Enterprise Risk Management Conference, 29 Oct 08** A number of senior executives from across government have worked with George Mason University to provide a conference on 29 Oct 08 to address the topic of Enterprise Risk Management in the federal government. Managing the diverse sets of risks that federal agencies face in an integrated and strategically-aligned manner has been gaining attention over the past year. This conference is targeted for senior management and staff to share best practices and lessons learned from both the government and industry, and is designed to facilitate the discussion of risk and prepare for the transition between administrations. Please disseminate the attached flyer to all persons and functional communities that might have an interest in managing risk.

**Module 4 Open Enrollment Class, 17 & 18 Nov 08 and 10 & 11 Feb 09** An open enrollment class covering the optional Module 4 material will be held 17 & 18 Nov 08 and 10 & 11 Feb 09 at the Rosslyn Holiday Inn in Arlington, Virginia. This live-instructor class will last a day and a half and is offered at a cost of \$295 (member or non-member the same). All training materials will be provided on the first day of class. On the afternoon of the second day, those CDFMs and CDFM candidates who have attended the class can purchase and complete a paper version of the optional Module 4 exam at a special discount price of \$50 (a \$45 savings). Before you register for this class please familiarize yourself with the cancellation fee, change of payment fee, and substitution policies.

**Leadership Audio Conference on Jan 28, 2009** On 28 Jan 09, ASMC will hold an audio conference on leadership. Dr John Kline, an expert on leadership and an outstanding teacher, will provide practical guidelines for managing people and processes including seven practical tips. This conference will provide a good refresher for seasoned managers and excellent training for soon-to-be managers. The conference will start at 2:00 pm EST and will last for 60 to 90 minutes. There is a charge of \$99 per line; as many can participate on one line as you wish. Watch the ASMC home page for more information including information about how to register online.

**CDFM Audio Courses in Jan and Feb** Next January and February we will hold intensive review sessions for all three modules of the CDFM exam over audio lines. For each module, there will be two four-hour sessions on consecutive days; each session starts at 12:00 p.m. EST. There is a charge of \$75 per line for each module; as many can participate on one line as you wish. (ASMC subsidizes the cost of these sessions to encourage people to get the training and to take the CDFM exams.) Participants must borrow or buy a textbook on their own. More information will be available soon on the ASMC home page including information about how to register online. Dates are as follows: Module 1: 7 & 8 Jan 09; Module 2: 21 & 22 Jan 09; and Module 3: 11 & 12 Feb 09.

**Seeking PDI 2009 Workshop Topics** Do you have a topic that you would like covered at a workshop at PDI 2009 (26-29 May 09 in San Antonio, Texas)? If so, please provide us a title and short description of the workshop. Our planning committee will consider all requests. Please provide the information by e-mail to [tyler@asmconline.org](mailto:tyler@asmconline.org) no later than 15 Oct 08.

**LinkedIn Professional Networking** LinkedIn is an online network of more than 25 million experienced professionals from around the world, representing 150 industries. ASMC has created a group on LinkedIn as a forum for discussion of ASMC matters. Discussion and membership will be moderated to a limited degree, and the opinions expressed on the group are those of the individual members and not of ASMC. You may find our group here <http://www.linkedin.com/groups?gid=953357>.

**PDI 2008 Online – Free CPE!** You can earn free CPE credits by listening to or watching taped workshops and Service Day sessions from PDI 2008 and PDI 2007. You can now access selected sessions online at the PDI extended learning page <http://www.asmconline.org/development/extendedlearning.shtml>, along with the briefing charts received to date.

**FY2009 Training & Education Catalog** The Department of the Treasury, Financial Management Service, Treasury Agency Services (now also known as the Agency Accounting Division, AAD), provides on-and-offsite financial management consulting and training to federal, state, and local government employees on a fee-for-service basis. Those government agencies requiring on-site financial management consulting services should contact Don McKay, Director, AAD, at 202-874-9586, for assistance. Those requiring on-site federal financial management training should contact Ron Bollinger, Director, Education Branch, at 202-874-9613. For those government employees who wish to attend any of our regularly scheduled federal financial management education courses, it is asked they visit our website: [www.fms.treas.gov/tas](http://www.fms.treas.gov/tas) and select the desired courses by reviewing our new FY2009 Training & Education Catalog. All student enrollments at our new PGMC2 training facility in Maryland are completed electronically on-line by each student. Credit card payments (either personal or government credit card) are also completed electronically on-line by each student. Enrollees with questions about our federal financial management education courses or date offerings may call 202-874-9560 for quick answers.

**EDFMT Open Enrollment Courses** The following courses, to be held in Washington DC, have space available for individuals interested in taking the 5-day Enhanced Defense Financial Management Training Course: 26-30 Jan 09; 23-27 Feb 09; and 30 Mar-3 Apr 09. This option is for students unable to secure space in the centrally funded courses taught by the USDA Graduate School. Please contact the course vendor, Management Concepts, directly. The points of contact are: Margaret Lindsay at 703-270-4046, [mlindsay@managementconcepts.com](mailto:mlindsay@managementconcepts.com) or Hugh O'Hara at 703-270-4047 [hohara@managementconcepts.com](mailto:hohara@managementconcepts.com).