



## Minnesota Chapter of the Project Management Institute

*Building Professionalism in Project Management™*

October 2008 Volume 11, Issue 11

### In This Edition

- [October Breakfast Meeting: PMBOK 4th Edition Preview](#)
- [October Dinner Meeting: The Art of Portfolio Governance](#)
- [October Local Interest Group \(LIG\) Topic: Project Today—How To Do More with Less](#)
- [Career Networking Group October Event: Job Transition Roundtable](#)
- [November Breakfast Meeting: The Impact Of Aging Business Owners on the Transaction Markets](#)
- [Career Networking Group November Event: Tips for Growing Your Career in Project Management](#)
- [Central Minnesota Outreach Event: PM vs. ScrumMaster](#)
- [PMI Minnesota Volunteers—Report Your Time!](#)
- [Speaker Handouts from Symposium Day Available Online](#)
- [Merchandise Survey—We Need Your Input!](#)
- [Call for Nominations for PMI Minnesota Awards!](#)
- [3rd Ana Alvarez-Holmberg Scholarship Winner Chosen](#)
- [2008 PMI-MN Paint-A-Thon Comes To A Close](#)
- [Congratulations to Our New PMPs](#)

### Upcoming Events

## October Breakfast Meeting: PMBOK 4th Edition Preview

Are you a bit curious as to what to expect in the next version of the PMBOK Guide? The 4th Edition of the PMBOK Guide will soon be here, and we want to provide you with a sneak peak as to what to expect. This presentation will provide an overview of the efforts to date and the upcoming changes that can be expected. You can get all of this from a Twin Cities' native with the inside track. You will be provided with an overview of the future outline of the 4th Edition and some very personal insights as to the many changes that will be included in this next release.

### About the Speaker:

Joseph Kestel is a seasoned and certified project manager (PMP) as well as a senior partner with Project Consulting Group based in Minneapolis. He last spoke to PMI MN back in 2006. Mr. Kestel has been busy serving as an event speaker at PMI Global Congresses and has presented at the most recent Congresses in

Atlanta, Cancun and Malta.

Recently, Mr. Kestel has participated in the development of PMI's *Project Management Book of Knowledge* (PMBOK) as a Core Team Member providing executive oversight, content recommendations and adjudicating over a thousand suggestions during the open review period. Joe managed and led the writing and reviews of Chapters 3 (Processes) and 5 (Scope Management).

Joe holds his Masters degree in Information Technology with emphasis in Human Resource Development and Training. His career has been spent providing project management consulting services to many Fortune 500 organizations including Target Corp., General Motors Acceptance Corp., US Bank, Deluxe Corp., and Blue Cross Blue Shield. He has provided program/project office development consulting, portfolio management process tool consulting, project management coaching and mentoring, and quality assurance process consulting. He has provided consulting at the highest levels of organizations on many project management methodologies and tools including: PMBOK – PMI, OPM3, SEI-CMM (Capability Maturity Model), Rational Unified Process (RUP) development methodology, Parametric Modeling, Risk Assessment Methodology, CLARITY, MS Project and Microsoft Office Project Server, and many other EPM tools.

<b>What</b>	October Breakfast Meeting
<b>Date</b>	October 14, 2008
<b>Time</b>	7:00 – 7:40 a.m. Registration, Breakfast, Networking 7:40 - 7:50 a.m. PMI-MN Chapter Business / Introductions 7:50 - 8:40 a.m. Presentation 8:40 - 8:50 a.m. Questions & Answers
<b>Location</b>	Holiday Inn East, 2201 Burns Ave., St. Paul, MN
<b>Cost</b>	Speaker & Breakfast Reservations before 10/07/08: PMI members \$19, non-members \$22  Speaker & Breakfast Reservations from 10/08/08- 10/13/08: (noon): PMI members \$22, non-members \$25
<b>Register</b>	CTRegistrations: 651-209-8991 or <a href="http://www.ctregistrations.com">www.ctregistrations.com</a>
<b>PDU's Earned</b>	1 PDU

[>top](#)

---

## October Dinner Meeting: The Art of Portfolio Governance

One of the key challenges that any portfolio, program or project faces is managing the oversight and decisions required to ensure a return on the investment. Instituting a robust, yet flexible governance model can be challenging, yet is critical to ensure a portfolio, program or project's success. Key components such as a decision making framework, participant roles and responsibilities and defining the boundaries of the governing body all have to be

crafted early to make your governance model influential from the beginning. This program will focus on illustrating the key requirements to institute a successful governance model.

### **About the Speaker:**

Marc Kermisch has spent his career managing high technology projects and has focused for the past six years in developing and running a variety of Project Management Offices. Mr. Kermisch is currently a group manager at Target Corporation and is responsible for managing the Project Office for a large ERP implementation. Prior to Target, Mr. Kermisch was the Director of the PMO at The Hartford where he led a group of project professionals in supporting The Hartford's Individual Life Insurance Division. Mr. Kermisch has experience in a variety of industries including manufacturing, publishing, human resources, financial services, high-technology and retail.

<b>What</b>	October Dinner Meeting
<b>Date</b>	October 20, 2008
<b>Time</b>	4:30-5:30 p.m. Career Networking Group 5:30-6:30 p.m. Registration, Local Interest Groups (LIG's), Networking 6:00-6:30 p.m. New Member Orientation 6:30-7:20 p.m. Dinner 7:20-7:30 p.m. PMI-MN Chapter Business / Introductions 7:30-8:20 p.m. Presentation 8:20-8:30 p.m. Q & A
<b>Location</b>	Hilton MSP Airport Mall of America, 3800 American Blvd East, Bloomington, MN 55425
<b>Cost</b>	Speaker & Dinner Reserved before 10/10/08: PMI members \$27, non-members \$32  Speaker & Dinner Reservations from 10/10 - 10/16 (11:30am): PMI members \$32, non-members \$37  Speaker ONLY Reservations: PMI member \$15, non-member \$20
<b>Register</b>	CTregistrations: 651-209-8991 or <a href="http://www.ctregistrations.com">www.ctregistrations.com</a>
<b>PDU's Earned</b>	1 PDU

[>top](#)

---

## **October Local Interest Group (LIG) Topic: Project Today—How To Do More with Less**

We will explore this theme in today's economy, share experiences within our own projects and discuss the emotional vs. tactical side of this issue. This facilitated discussion will be led by Andrea Morrison, and will take place from 5:30 to 6:30 p.m. on October 20 in conjunction with the October Dinner Meeting.

[>top](#)

---

## Career Networking Group October Event: Job Transition Roundtable

Join us for an interactive discussion on job search topics. The Career Networking team will facilitate the dialogue as we share success stories and lessons learned about job search. Bring your questions to the group for options and answers.

Recruiters and Hiring Managers are especially welcome to this session – your insight will be most helpful to the participants!

Date: Monday, October 20, 2008

Time: 4:30 - 5:30 p.m.

All are welcome! This is no cost for this networking session. Remember to bring your business cards and PDA's for informal networking before and after the session.

[>top](#)

---

## November Breakfast Meeting: The Impact Of Aging Business Owners on the Transaction Markets

This presentation is an overview of trends in business transitions. The impact of aging business owners on business valuations will be discussed as well as the results of Chartwell's exclusive survey on transition plans of private business owners.

### **About the Speaker:**

Mr. Goetze is managing director of the transaction consulting group at Chartwell Capital Solutions with a focus on assisting business owners and shareholders with ownership transition issues. Mr. Goetze has over 20 years of experience working with private businesses in the areas of financing, mergers and acquisitions, business valuations and strategic planning. During his career, he has been involved with over 50 merger and acquisition transactions and collectively has had responsibility for deal sourcing, due diligence, transaction financing, negotiation and post-closing integration.

Previously, Mr. Goetze has been responsible for consulting at a national CPA firm and building successful consulting practices at two top 25 CPA firms. In addition to his consulting experience, Mr. Goetze has over six years experience in financial analysis and treasury functions at two large financial institutions.

Mr. Goetze has conducted numerous seminars on buying and selling companies and business valuations and is an Accredited Senior Appraiser. He holds a Bachelor of Science degree in finance from the University of Minnesota. He also

holds a Master of Business Administration degree, with an emphasis in finance and strategic planning, from The Wharton School, University of Pennsylvania.

<b>What</b>	November Breakfast Meeting
<b>Date</b>	November 11, 2008
<b>Time</b>	7:00 – 7:40 a.m. Registration, Breakfast, Networking 7:40 - 7:50 a.m. PMI-MN Chapter Business / Introductions 7:50 - 8:40 a.m. Presentation 8:40 - 8:50 a.m. Questions & Answers
<b>Location</b>	Holiday Inn East, 2201 Burns Ave., St. Paul, MN
<b>Cost</b>	Speaker & Breakfast Reservations before 10/29/08: PMI members \$19, non-members \$22  Speaker & Breakfast Reservations from 10/30/08-11/10/08: (noon): PMI members \$22, non-members \$25
<b>Register</b>	CTregistrations: 651-209-8991 or <a href="http://www.ctregistrations.com">www.ctregistrations.com</a>
<b>PDU's Earned</b>	1 PDU

[>top](#)

---

## Career Networking Group November Event: Tips for Growing Your Career in Project Management

Are you having trouble growing your career in project management?

Best-selling project management author and speaker Rita Mulcahy, a world-renowned project management expert, will deliver a one-hour session full of tips for growing your career in project management.

If you believe your career could benefit from feedback from hundreds of successful project managers, please join us for this special event on Monday, November 17, prior to the monthly dinner meeting!

Her presentation is designed specifically for people looking to further develop or re-energize their project management careers.

Date: Monday, November 17, 2008

Time: 4:30 – 5:30 p.m.

Rita Mulcahy is the best-selling PMP® exam preparation author of all-time. Since 1991, hundreds of thousands of project managers have utilized Rita's books, classes, e-Learning courses and exam simulation software applications to prepare for the PMP® exam. As the Founder and CEO of RMC Project Management, Rita and her company train and develop thousands of project managers each year, in over 30 countries across the globe.

All are welcome! This is no cost for this networking session. Remember to bring

your business cards and PDA's for informal networking before and after the session.

Recruiters and Hiring Managers are always welcome to join the CNG session – your insight will be most helpful to the participants!

[>top](#)

---

## Central Minnesota Outreach Event: PM vs. ScrumMaster

Our next meeting of the St. Cloud Outreach program will be on Tuesday, November 18, 2008, at St. Cloud State University. The meeting will start at 5:30 p.m. with the presentation beginning at 6:00 p.m. Light dinner will be provided. Please RSVP to Steve Hawrysh by Thursday November 13 so we can get a dinner count. Walk-ins are welcome. You do not need to be a PMI member to attend. This session will be an opportunity to earn 1 PDU. To RSVP or if you have questions about the meeting, please contact Steve Hawrysh by phone at Creative Memories (320) 529-5171 or (800) 468-9335, ext. 5171 or email at [SHawrysh@antioch.com](mailto:SHawrysh@antioch.com).

With the advent of agile methodologies, a new role has emerged – that of ScrumMaster. In many ways, a ScrumMaster fills the same relative role on a project as a Project Manager. But is a ScrumMaster really a Project Manager? How does the role of a ScrumMaster differ from that of a Project Manager? Can a ScrumMaster be a PMP at the same time without going crazy? Come attend this meeting to find out!

### About the Speaker:

Ms. Karen Little has more than 34 years of information technology experience, with over 28 in some kind of a management role. She was the chairperson for the 2007 Professional Development Days conference, and assistant web master for the PMI MN chapter. She is the current director of finance for the PMI MN chapter.

Ms. Little has multiple years of hands on project management experience on both agile and traditional projects, and has also been a stand-up trainer. She is a PMP, a Certified ScrumMaster and a CBAP (Certified Business Analyst Professional), as well as being certified in ITIL Foundation. She has contributed to the next version of the Business Analyst Book of Knowledge, put out by the International Institute of Business Analysts.

Karen Little, certified as PMP, MBA, CSM, ITIL, CBAP, is currently associated with Diginer as a consultant in project management.

<b>What</b>	Central Minnesota Outreach Event
<b>Date</b>	November 19, 2008
<b>Time</b>	5:30 - 6:00 p.m. Arrive and Dinner

6:00 - 7:00 p.m. Presentation  
7:00 - 7:15 p.m. Q & A

**Location** Room 453, Centennial Hall Bldg. St Cloud State University. 720 4th Ave South St. Cloud MN 56301

**Cost** Free

**Register** Register by Nov 13 to Steve Hawrysh.  
Phone: 320. 529.5171 or 800.468.9335, Ext 5171  
Email: [SHawrysh@creativememories.com](mailto:SHawrysh@creativememories.com)

**PDU  
Earned** 1 PDU

[>top](#)

Chapter News

---

## PMI Minnesota Volunteers—Report Your Time!

If you are a PMI MN volunteer, remember that you must go to the members-only section of [www.pmi-mn.org](http://www.pmi-mn.org) to report your time. If you do not, you will not be rewarded with volunteer credit hours at the end of the year and you will not be invited to the volunteer recognition event in January!

[>top](#)

---

## Speaker Handouts from Symposium Day Available Online

As a special benefit to PMI MN members, the guest speakers from the 2008 PDD Symposium (Sep 25, 2008) have allowed us to display the presentations and handouts online in the restricted Members Only area on the PMI MN website. Keep in mind that these items are copyrighted and cannot be used elsewhere without the express permission of the individual presentation author(s) unless specifically noted. View handouts at [www.pmi-mn.org](http://www.pmi-mn.org) -- sign in to Member Login.

[>top](#)

---

## Merchandise Survey—We Need Your Input!

Help the PMI MN marketing and communications team as we work to grow our merchandise offerings. Please take this brief online survey:  
[http://www.surveymonkey.com/s.aspx?sm=NmJK9URE4bEzp90ljrBoWA\\_3d\\_3d](http://www.surveymonkey.com/s.aspx?sm=NmJK9URE4bEzp90ljrBoWA_3d_3d)

Thank you very much for your feedback!

[>top](#)

---

## Call for Nominations for PMI Minnesota Awards!

It's the time of year to recognize your fellow PMI MN members' contributions to the chapter. Please take a moment to think about nominating a peer for one of these three awards:

### 2008 Volunteer of the Year Award

This award recognizes exceptional service in 2008. It honors significant contributions on behalf of PMI MN that support the recognition of the chapter as the leader in project management realm as well as activities of the chapter as a whole.

Any current PMI MN member is eligible. He/she must be in good standing and have sustained service to PMI MN for the current year. Any PMI MN member can nominate. Outline the above qualifications in an email sent to [administrator@pmi-mn.org](mailto:administrator@pmi-mn.org) (please include your PMI id #). The chapter president will choose the winner.

### 2008 W. Bruce Sanderson Presidents' Award

In memory of W. Bruce Sandison, PMP:

- 1996 PMI MN Chapter President
- 1997 Council of Chapter Presidents Co-Chair
- 1998 Council of Chapter President Chair
- PMI, Intl. Certification Process Committee
- Numerous Additional PMI, Intl. Committees
- Author of past PMI Assembly of Chapter Presidents (ACP) structure

Any PMI MN member is eligible for this honorary award. The criterion is an unparalleled devotion of time in quality efforts toward building professionalism in project management, both in and outside our chapter, through contributions and activities. The only restrictions are that the nominee cannot be a current board member and must be a current PMI member in good standing with uninterrupted service in the past year.

Nominations must come from a current board member or a past president which they can do with an e-mail sent to [administrator@pmi-mn.org](mailto:administrator@pmi-mn.org). After the nominee has been approved by the current board members, the decision will be made by the chapter president. The chapter president may decline to select a nominee if, in his judgment, there are no sufficiently qualified applicants.

### PMI MN Annual Colleague Award

In 2002 PMI MN created the Chapter Colleague Award as a tribute to chapter members who have made sustained and significant contributions to the chapter and the project management profession for more than five years.

Any current PMI member is eligible who is in good standing and has continuous service to PMI MN for at least five years. The decision will be made based on the level of substantial, progressive contributions on behalf of PMI MN that support the recognition of the chapter as a leader in project management, demonstrated service to the chapter as a whole and the nominee's professional achievements in project management.

Any PMI member can nominate. Indicate the nominee's contributions in an email to [administrator@pmi-mn.org](mailto:administrator@pmi-mn.org) (along with your PMI id #). Also include at least one past recipient of the Colleague of the Chapter award, who will take the lead in preparing and directing the application process of the nominee. The PMI MN board will make the final decision. Two recipients can be awarded per year, but the board may decline to select any of the nominees in a given year.

[>top](#)

---

### **3rd Ana Alvarez-Holmberg Scholarship Winner Chosen**

PMI MN is proud to announce that Alexandria (Allie) Zavala has been chosen as the third recipient of the Ana Alvarez-Holmberg Scholarship. Allie was selected from a field of 11 applicants, all with impressive backgrounds. Allie graduated from Rosemount High School in spring 2008 and this fall is attending Colorado Christian University. Her plans are to major in Spanish and Education and to become a teacher of English Language Learners. Allie got a jump on college by attending some college courses at North Central University while still in high school! She has volunteered in many activities throughout high school, including Youth Camp, youth ministries, and charitable organizations. Allie has also participated in sports, and was on the Student Council, Student Advisory, and Photography team. On top of all that, she was a member of the National Honor Society, made the A Honor Roll, and had other academic achievements.

With Allie's commitment to community services, and dedication to personal growth and achievement, the judges were impressed and excited to help a young person accomplish their dream.

Special thanks to the Ana Alvarez-Holmberg evaluation team for their work on choosing the recipient: Loras Holmberg, Kim Johnson, Carolyn Scott, Erin O'Hara, and LaChel Hird.

The Ana Alvarez-Holmberg Scholarship was established in memory of Ana Alvarez-Holmberg and is sponsored and administered jointly between PMI MN and ASTD-TCC. The award recipient receives a \$2000 scholarship. See the Chapter That Cares section of the PMI MN chapter Web site for more information about the Ana Alvarez-Holmberg Scholarship.

The Ana Alvarez-Holmberg Scholarship is just one of the scholarships sponsored by the Charity and Scholarship committee, which is part of the PMI-MN

Community Services program.

[>top](#)

---

## 2008 PMI-MN Paint-A-Thon Comes To A Close

This year's PMI MN Paint-A-Thon team had a record turnout. Close to 60 volunteers helped out on July 26 and August 4 to prep and paint our Paint-A-Thon house. This year our Paint-A-Thon house was a 52 year old single story home in Brooklyn Center, MN. Our homeowner was a very young 81 year old named Audrey, who was so thankful that we helped improve her home. This year's Paint-A-Thon took on the usual tasks of scraping, priming and caulking the house on Prep Day, then painting the house on Paint Day. Additionally the team replaced rotted siding, replaced two doors, replaced basement window covers, planted wildflowers, did finishing work and put in a rock garden in front of the house.

Audrey, our homeowner, wrote to GMCC and said, "What a wonderful program you have. The coordinators were marvelous and I'm sure they went above and beyond expectations. They even planted wild flowers and added a rock garden to my yard (front planter). I'm the envy of my neighborhood on my 52 year old house. Thank you again from the bottom of this 81 year old heart."

The Paint-A-thon team had a variety of skilled volunteers ranging from those that rarely pick up a paint brush to skilled volunteers including a licensed contractor and a master gardener. Some volunteers were long time veterans, for others, this was their first Paint-A-Thon. Our prep day and paint day leads did a fantastic job of organizing volunteers and leading the teams. And the volunteers were well fed for breakfast, breaks and lunch that included shrimp/mango salad, a chicken/bean/rice salad, fresh tomatoes with mozzarella cheese, pizza, Caribou Coffee, fresh fruit, fresh homemade scones and homemade desserts along with other dishes and treats.

Thank you to the Paint-A-Thon planning team this year. Our planning team this year was:

- Dan Hill – Paint-A-Thon lead
- Rhonda Crittenden – Paint Day lead
- Kurt Rohrig – Prep Day Lead
- Mary Lange / David Yutseler – Food
- Scott Davis – Carpentry / Licensed Contractor
- Holly Johnson – Landscaping / Master Gardener
- Kimberly Johnson – Materials and Supplies
- Pat Senarith – Clean Up (and Supplies too!)
- Kelly Ede – Recruiting
- Nancy Demko - Communications

Also thank you to our PMI MN Corporate Partners who helped offer volunteers (also food, water, beverages, ice, landscaping and office services) to make the Paint-A-Thon the success it was this year:

- Fissure
- Medtronic
- Trissential
- Weatherly Consulting

See the before and after pictures of the house on the PMI-MN website at [www.pmi-mn.org](http://www.pmi-mn.org).

For those of you who don't know about the Paint-A-Thon, it is a metro-wide event sponsored by the Greater Minneapolis Council of Churches ([www.gmcc.org](http://www.gmcc.org)) and is organized to paint the homes of low-income seniors and people with disabilities.

The PMI MN Paint-A-Thon team does their work as part of the Community Services program, which also sponsors scholarships, project management coaching to nonprofit organizations and is planning to work with Habitat for Humanity for the first time this year. To learn more, visit the Chapter That Cares section at [www.pmi-mn.org](http://www.pmi-mn.org) or send an email to [ChapterThatCares@pmi-mn.org](mailto:ChapterThatCares@pmi-mn.org).

[>top](#)

---

## Congratulations to Our New PMPs

The following PMI-MN members received their PMP from 8/1/08 - 8/30/08.

- Kent Brower, PMP
- Denny Bui, PMP
- Alan M. Crookes, PMP
- Laurie Dally, PMP
- Thomas R Foss, PMP
- Ms. Teresa Rose Friedsam, PMP
- Nicholas Galle, PMP
- Aamir Bashir Ali Gangji, PMP
- Ericka N Gerding, PMP
- Matthew James Gillen, PMP
- John Gnazzo, PMP
- Madhusudan Hanmantgad, PMP
- Vinodh Kumar Haridas, PMP
- Terri H. Kimball, PMP
- Charles R Kriefall, PMP
- Ted G. Lautzenheiser, PMP
- Brad Lekang, PMP
- Shawn Levendusky, PMP
- Karen Cloud Linn, PMP
- David R. Lothe, PMP
- Sameer Maini, PMP
- Shari McGuire, PMP
- Lynn Ellen TeWinkel Newhall, PMP
- Stephen Shane Olsen, PMP
- Kimberly Kay Owens, PMP
- Nicole T Peterson, PMP
- Jenny M Riese, PMP
- Thomas Conrad Shaw, PMP

- Summer Haugen, PMP
- Patrick Michael Hilger, PMP
- Brian J. Holm, PMP
- Perry Jannette, PMP
- Thomas Paul Jensen, PMP
- Kay Kammen, PMP
- Manas Khemani, PMP

- Alan W Swanson, PMP
- Dr. Jeffrey M Thompson, PMP
- Khalique Manzar Wajidi, PMP
- Russell J Youngquist, PMP

[>top](#)

#### Chapter Officers

Bob Eckert, PMP  
President 2008  
[President@pmi-mn.org](mailto:President@pmi-mn.org)

Jeff Slava Thaler, PMP  
Marketing & Communications Director  
[Directorcomm-mktg@pmi-mn.org](mailto:Directorcomm-mktg@pmi-mn.org)

Alex Decker, PMP  
President-Elect & Chief Operations Officer  
[Presidenelect@pmi-mn.org](mailto:Presidenelect@pmi-mn.org)

Oded Galili, PMP  
Past President-2007  
[Pastpresident@pmi-mn.org](mailto:Pastpresident@pmi-mn.org)

Matt Mehring, PMP  
Community Outreach Director  
[Directoroutreach@pmi-mn.org](mailto:Directoroutreach@pmi-mn.org)

Misty Wells, PMP  
Membership Director  
[Directormembership@pmi-mn.org](mailto:Directormembership@pmi-mn.org)

Karen Little, PMP  
Finance Director  
[Directorfinance@pmi-mn.org](mailto:Directorfinance@pmi-mn.org)

Marc Pravatiner, PMP  
Professional Development Director  
[Directorprofdev@pmi-mn.org](mailto:Directorprofdev@pmi-mn.org)

[>top](#)

#### Contact PMI



**PMI MN Office**  
1821 University Ave West, Ste S256  
St. Paul, MN 55104  
phone: (651) 917-6246  
fax: (651) 917-1835  
email: [administrator@pmi-mn.org](mailto:administrator@pmi-mn.org)  
web site: [www.pmi-mn.org](http://www.pmi-mn.org)



**PMI Headquarters**  
Four Campus Boulevard  
Newtown Square, PA 19073-3299  
phone: (610) 356-4600  
fax: (610) 356-4647  
email: [pmihq@pmi.org](mailto:pmihq@pmi.org)  
web site: [www.pmi.org](http://www.pmi.org)

Interested in becoming a member of PMI? [Learn about the benefits of membership.](#)

[>top](#)

The deadline for submission to PMI MN News is the 22nd of the month, one month prior to publication. The deadline for the November newsletter is October 22. Articles may be e-mailed to: [newsletter@pmi-mn.org](mailto:newsletter@pmi-mn.org). Please contact us with any questions or comments you have.

[>top](#)

---