

# The Roadrunner



AZ Valley  
of the Sun  
Chapter



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## Create a Career Management Document

If you're a working professional with more than a few years of workplace experience, you need to customize your resume to the position. Create a "career management document" that includes your workplace achievements and accomplishments. Then, when you see a position you are interested in, pull the specific accomplishments that relate to the job requirements over into a resume. This process allows you to easily custom build your resume for the task at hand, winning you that specific job.

This CMD must be updated regularly so schedule time quarterly to update this document with the latest accomplishments Nobody cares as much about your career as you do. It pays for you to take an interest in and schedule time for managing that career.

### Why document your accomplishments?

While the resume is important, hiring managers are far more interested in what you accomplished in your positions than the positions themselves. Once we have a position, it is important to be able to provide our accomplishments to our manager as part of the annual review process and attainment to goals. If we're building a personal brand, then it becomes important to build a body of work that support our personal brand.

### What information should we document?

Accomplishments are measurable. Document the dollars saved, the cycle time cut, or the increase in customer satisfaction from our accomplishment. The measurements demonstrate the benefit to the business that your company serves. For example a reduction in cycle time in a process in your department doesn't mean as much as the same cycle time reduction getting orders to a customer. Always orient your accomplishment to the customer. Show your role in delivering what was accomplished. Participating on a team is different than managing the same team. If you are participating on a team, you can state the overall accomplishment, but you must explain your role and what you delivered to the overall team accomplishment.

Accomplishments are critical for career management today. The documentation of your real accomplishments will enable you to clearly explain how you deliver results.

The December issue of *The Roadrunner* focuses on Career Management with tips to help you whether employed or looking for a job. You will also find the latest news from IMA global, the Wild West council and our AZ Valley of the Sun chapter in each issue.

### Inside this issue:

President's Message	2
Career Management	3
Cover Letter and Resume Tips	4
VITA Training	7
Wild West Council Meeting Schedule	9
December Technical Meeting	10
CMA Corner	12
Community Service Calendar	15
Chapter Meeting Calendar	16
Member Milestones	17

## Chapter President's Letter

Dear AZ Valley of the Sun Chapter Members:

In November our technical session was presented by Roy Stover on Lean Accounting. His real life experience includes assignments with General Electric and Pride Mobility Products in addition to the positions at Trane and Cerberus. He focused on improving processes and eliminating waste, changing from a push production to pull from your customer. Roy shared his actual experience implementing the lean concept in a manufacturing environment.

Our chapter continues to be active in our community service. We are looking at providing additional FDIC financial literacy courses and training. We are also providing Volunteer Income Tax Assistance (VITA) training held at DeVry University. In December we will be joining the ASWA for a Scholarship Fundraiser and community blood drive.

December's technical session is on the topic of Communication Styles. Effective communication is valuable to everyone. This is also our Spouses night..... I encourage all of you to invite your Spouses to attend the meeting and dinner. Jennifer Rue of Talent Powering LLC will be presenting.

Our student chapter also continues to be very active. We have also seen more students attending our meetings! Many of us (including myself) were introduced to the IMA when we were students. They are our future and it is important that we do continue to support them as they grow in the accounting profession.

We are continuing to plan and prepare for upcoming events and activities including President and CEO Jeff Thomson's visit in January, and starting a CMA review course in the upcoming year.

Please check out our chapter website for regular updates on activities and events. We are lucky to have many strong chapter members and a dedicated board who continue to provide leadership and growth in the accounting profession.

I want to wish everyone a happy holiday season! I look forward to seeing you at our upcoming meetings.

Respectfully,  
*Pam*

Pamela Zanzucchi, MBA  
President, 2010-2011  
IMA AZ Valley of the Sun Chapter

## What Is Career Management?

Career management is the lifelong process of investing resources to achieve your career goals. Career management is not a singular event but a continuing process that is a necessity for adapting to the changing demands of the 21st Century economy.

Whether we are in the early phase of our work life or are a workforce veteran, we have probably heard the term career management. We have also probably heard that in the future we need to be responsible for our careers. What we may not have been told is what career management is and how we do it! Career management uses concepts similar to good financial management. A good rule of thumb to keep in mind is that a disciplined investment, made on a regular basis, yields a greater return. Although the tactics will vary, career management focuses on two key investment assets to manage throughout our working years, our personal lifelong learning and our network of relationships.

### Lifelong learning

It is often surprising to realize how much of our day-to-day work is now based around technology. Computers and other scientific advancements have radically altered the way in which we conduct work. Even more amazing is the realization that there are more scientists alive today than ever before and the projected rate of change will increase tenfold in our children's lifetime. The ramifications of these advancements and innovations will ripple swiftly through the economy, obsolescing many businesses and catapulting others into the limelight. How well we are able to adapt to these ongoing innovations will be directly related to how current we keep our knowledge and skills. Consider how to vary your investments in time, energy and resources. Examples might include: credentialed coursework (locally or through distance learning), topical courses for certificates, joining cutting edge projects, attending conferences, or staying current in professional reading.

### Network of Relationships

As we have moved to an information and service economy, relationships have become an increasingly critical asset. Not only do our relationships help us accomplish our day-to-day tasks with colleagues, vendors, customers and competitors, these relationships will be the source of information about how fields and industries are evolving. We also have relationships outside of our work environments that may be affiliated with our hobbies, children, and spiritual or community networks. These personal and professional relationships will transcend specific companies, industries and communities. How we interact, respond and connect in all our relationships will impact our present performance and future opportunities. Very little is accomplished in isolation. Networking uncovers more than 70% of current job openings. Keeping connected and knowing how to build good relationships are more important than ever before. These skills can be developed in applied communication courses, mastering contact management software, effective listening and genuine desire to get to know people better.

Lifelong learning and relationship management form the backdrop of successful career management. Creating a vision and plan are also essential to guiding informed investment decisions and establishing annual goals. The career vision we establish should be broad enough to be flexible, but specific enough to be actionable. This career vision, built on a profile of our unique traits, directs our choices to develop what we need to be satisfied and be able to successfully contribute in different work environments over the years. To maintain our adaptability and employability, habitually establishing annual learning goals and nurturing our relationships are the keys to productive career management.

## Capture their Attention with a Great Cover Letter

With lots of candidates and fewer jobs, make the most of your application with a well developed cover letter. Research shows many hiring managers, human resources staff or recruiters don't even bother reading them. But some do and will decide from your cover letter whether they want to continue reading your resume. Since you won't know the preference of the person receiving your resume, plan for the people who do expect a well written cover letter.

Address the letter to a specific person. Contact the company and get the name of the hiring manager or check out LinkedIn for the person in the right department. Even if you don't get the right person you will have showed that you took the time to research their organization.

Make the first paragraph count by introducing yourself and state why you are writing. In the second paragraph list your value to the company with descriptions of how you will contribute to the company from the first day with specifics based on your research of the company. If the position listed specific requirements, show quickly how you meet each requirement. If the reader is quickly scanning, this will tell them it is worth their time to keep reading. Close the cover letter with a call to action – ask for the interview and when you will follow up.

This is not about you – it's about them. How can you help them overcome challenges or meet their goals? As with your resume, grammar and spelling count. This is the first impression of you the hiring manager will get. Don't make it the last.

## Build a Successful Resume

- 1. Use white space liberally.** Present your qualifications in a readable and professional manner.
- 2. Font choice.** Keep it simple. Stick with aerial.
- 3. Use bullet points...sparingly.** A blended approach of brief sentences and bullet points is preferred.
- 4. Convert the resume to PDF.** Converting your resume to PDF allows you to lock in the formats.
- 5. Be sure you are qualified.** If you apply for a job that is a stretch, be sure it's not too much of a stretch.
- 6. Create a career management document.** Easily create a resume specific to the position.
- 7. Highlight elements from the job description.** Note the ones labeled "not required but preferred" - they put you ahead of the competition.
- 8. Keep it reasonably short.** One page preferred or two pages if your experience warrants it.
- 9. Use a professional e-mail address.** Ensure the first part of your e-mail address is "flattering" and avoid aol and yahoo.
- 10. Eliminate the objective and summary.** They know you want the job because you applied. It's all fluff and they know it.
- 11. Proactively address questions.** If you were laid off or willing to relocate, tell the hiring manager in the resume.
- 12. If you include a cover letter, make it a killer.** Customize it to the hiring manager, to the company and to the job.
- 13. Get active with your accomplishments.** Write in the active voice and include the business outcomes of your involvement.

At the end of the day, you want your resume to be Professional, Readable, Organized, and Targeted.

## Take Charge of Your Next Interview

Hiring managers have their favorite questions to find out if candidates will be successful. You should be prepared with a few of your own questions to see if the opportunity is a good fit for you.

What is the biggest change your group has gone through due to the recession?

What are the key accomplishments you expect to see in this role over the next six months to a year?

What is your management or communication style?

Can you tell me about the company culture?

What types of people are successful here? What types of people are not?

What is the key to your success that somebody from outside the company would not know?

What keeps you up at night? What's your biggest worry?

What's the timeline for making a decision? When should I get back in touch with you?

What are the priorities for someone coming into the position?

How open is the company about its financial results and operating metrics with employees? How do I get access to the information I need to be successful in this job?

What will it take over the next 12 months for the company to be successful? How does this position help achieve that?

What can I do to help you (my future boss) succeed in the next year?

What type of experience and background are you looking for in the person who will fill this position? How does my experience compare to the "perfect" candidate? Do you see any gaps we haven't addressed?

Have a few questions prepared to ask when the time is right. Hopefully you have been doing most of the talking in the first part of the interview giving well thought out answers to their questions. Pay attention to what the interviewer is asking you. Use their line of questioning to dive deeper into an issue and get more clarification. For example "From what you've been asking during the interview, it sounds like you have a problem with customer retention. Can you tell me a little more about the current situation, and what the first challenges would be for the new person?"

This is your opportunity to learn more about the company and people that you didn't find in your research. Don't ask what you could have learned from their website. Take it a step further by asking for more information on their company softball team or about their latest press releases. Show them you did your homework and are interested in what they do and who they are.



The Association for  
Accountants and  
Financial Professionals  
in Business

## RECRUIT GREAT ARIZONA EMPLOYEES TODAY!

We are excited to bring our members a dynamic Career center on our site,  
powered by Jobing.com, Arizona's leading employment website.

**Contact Us Today!** You can post your job online directly at

[www.imavalleyofthesun.org](http://www.imavalleyofthesun.org)

- Post your jobs today and begin receiving local resumes right away!
- Ask us about our member discount – new clients receive 10% off of job postings
- Resumes are routed direct to your in-box and stored in your back-office proprietary online database

## LOOKING FOR EMPLOYMENT?...

Find great local jobs and post your resume today! It's free and easy.

Contact Diane Hewlett, Employment Director for more  
details on this great member benefit.

## Grand Canyon University IMA Student Chapter Update

Congratulations to Linda Cox, Dawn Sandberg, and Dakota Serna, the recipients of our 2010-2011 IMA Valley of the Sun Scholarship Competition. Award recipients were selected based upon their academic achievement, related work experience, and essays submitted by the applicants. Each award winner will receive a \$1,000 scholarship, to be presented at the December 14th IMA Valley of the Sun Technical Session. We look forward to their continued academic success, and their participation in our Chapter.

If you are interested in participating in GCU IMASC events, please contact Faculty Advisor Donna DeMilia at 602.639.6569 or visit [www.gcuimasc.org](http://www.gcuimasc.org) for more information.

## How do you spell Tax Refunds? V-I-T-A

### City of Mesa VITA Volunteer Training

The VITA program offers free tax help to low to moderate income community members who cannot prepare their own tax returns. Volunteers receive training to help prepare basic tax returns. Last year volunteers returned more than \$1 million, directly to more than 900 low-income individuals and their families. Because of this service, they are able to send a child to college, get a better job, repair their home and save money for their future.

VITA sites are located at community and neighborhood centers, libraries, schools, shopping malls and other convenient locations. Most locations also offer free electronic filing. There are several different job functions within the VITA program, Tax Preparers, Greeters, Site Coordinators.

Please contact Don Jensen at the Mesa United Way for More Information (480) 834-2113 or log onto [www.mesaunitedway.org/volunteer/vita-income-tax-preparation-service](http://www.mesaunitedway.org/volunteer/vita-income-tax-preparation-service)

### City of Chandler VITA Volunteer Training

Training for new and returning volunteers will be Saturdays in January in downtown Chandler. They have several locations for the volunteer assignments with different hours that will help the clients and give volunteers some flexibility.

Contact: Carol Thomas Coordinator - Chandler FCU site at [ctinaz2000@yahoo.com](mailto:ctinaz2000@yahoo.com).

### Phoenix Area VITA Volunteer Training

January 8<sup>th</sup> VITA Refresher Training: DeVry hosts their 2<sup>nd</sup> annual VITA (Volunteer Income Tax Assistance) refresher training for all returning tax preparer volunteers. Training is free and lunch will be served. Register at <http://devryvita2011.eventbrite.com/>.

## LinkUp IMA - CEO's Blog

### The Journey to Globalization

Hi All,

You are probably thinking from the title that this could be a rather common post (the subject of globalization). But after my recent return from the Middle East, I am even more convinced and inspired by the great opportunities for IMA to advance financial literacy and deliver local value around the world. Our profession is global, and IMA's footprint must match this globalization to enrich individuals, organizations and societies.

Is this a trick question: Is IMA a U.S. association?

Several years ago, I would have answered "yes". But now, I reply that while IMA started in the U.S. with our main office in New Jersey, we are not a U.S. association but rather a global association with a strong regional presence in North America, Asia/Pacific, Middle East and more recently, Europe.

In my recent trip to the Middle East, I had the opportunity to interface with easily a thousand members, candidates and prospects in Dubai, Abu Dabi, Bahrain, Amman (Jordan) and Beirut. There is strong growth and passion for the CMA, and excitement is building. We did face tough questions around AICPA's entry in the Middle East in 2011 and other issues. But all agreed that now is the time for IMA/CMA to seize the moment and build on the momentum to enhance financial literacy for enriched careers, organizations and local economies. There was great interest in the IMA Middle East Salary Survey which shows that CMAs in the region EARN MORE THAN DOUBLE the compensation of non-certified members.

The Dubai Chapter in particular continues to do great things to serve its members. Many thanks to Chapter President Hassan Sharafeddin, and Board Members Karim Abdelhay, P.M. Muralidharan, Mohammed Bassam Al Baz, Juhaina Saredine, Hiba Daaboul, Cicek Onder, Dr. Manuel Fernandez, Safa Al Mohanna, and Amr Essa. Many thanks also to staff members James Gurowka, Vice President International, and Hanady Khalife, Local IMA representative, for their tireless efforts to arrange this trip and on-going commitment to delivering valuable local services in the region.

What do you think of IMA's journey to globalization? Let me know.

Thanks,

Jeff

**Wild West Council Meeting  
2010-2011 Schedule**

**January 22, 2011 Tucson, AZ**

**April 23, 2011 Las Vegas, NV**

**December Inside Talk Webinar**

**Managing in an Uncertain World  
Scenario Planning as a Management Tool**

Wednesday, December 1, 2010 11:00 am Mountain Time

**David Axson President** Sonax Group

Volatility and uncertainty are now business as usual. As managers search for tools to help them make fast, confident decisions, scenario planning has become increasingly popular. The ability to understand the implications of alternative future scenarios on decision-making, resource allocations and budgets allows organizations to rapidly adjust their tactics to changing market conditions. Learn how to apply scenario planning tools in your organization as you execute on your 2011 plan.

**Learning Objectives:** After this webinar, attendees will be able to:

1. Understand how to apply scenario planning techniques to annual planning, budgeting and forecasting
2. Learn how to develop scenario plans for today's uncertain world
3. Define the role of the management accountant

**Price:** FREE

**CPE Credit:** 1 CPE Credit

**Field of Study:** Finance

**Research Area of Practice:** Business Performance Management

**Program Level:** Basic

**Program Prerequisites:** None

**Advance Preparation:** None

**Instructional Method:** Group-Internet

Visit the IMA Learning Center for details and to register for upcoming webinars.

[http://www.imanet.org/learning\\_center/webinars.aspx](http://www.imanet.org/learning_center/webinars.aspx)

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## December Technical Meeting

**Date:** Tuesday, December 14, 2010 (Second Tuesday of the Month)

**Topic:** Communication Styles

**Speaker:** Jennifer Rue

**Time:** Networking: 5:30 - 6:00 / Dinner: 6:00 - 7:00 / Session: 7:00 - 8:00

**Location:** ASU Karsten Golf Club, 1125 E Rio Salado, Tempe, AZ

**Menu:** Grilled Char-Crusted Flat Iron Steak or Three Cheese Tortellini with Baby Spinach

**Cost:** Members - \$32, Non-Members - \$37, Students - \$15

### About the speaker:



Jennifer Rue is the owner of Talent Powering LLC, a human resources talent strategy consulting company. Jennifer works with companies and individuals to implement highly effective business and talent strategies that drive innovation, human capital maximization and expanded business results. Jennifer regularly presents keynote and workshop presentations to professional organizations and is very active working with people in job transition to strategically and uniquely market themselves so that they get back to work faster. Jennifer currently provides workshops for the City of Phoenix Workforce Connection.

Jennifer has also held numerous leadership positions at CVS Caremark including Director, Pharmaceutical Information Support Assistant Vice President of Sales Training and Strategic Event Planning, Vice President of Human Resources and Strategic Staffing, Vice President of Clinical Services and Vice President of Marketing.

An alumnus of Widener University in Wilmington, Delaware, Jennifer holds a Bachelor of Science in Business Management. Jennifer also possesses a Senior Professional of Human Resources (SPHR) designation.

She is a lifelong learner who continually stays abreast of future and current industry trends in the healthcare and human resources market sectors. Jennifer is a past board member of the Southwest Job Network and is a regular presenter to professional groups focused on professionals in job transition in the Phoenix marketplace. Jennifer resides in Phoenix, Arizona, with her husband.

## IMA Membership Benefits

IMA's comprehensive services and benefits are specifically tailored to the needs of accountants and financial professionals in business. At all levels of the profession—from C-level executives to young professionals to students and academics—we offer valuable resources to enhance your career and power your business potential.

- Professional Development
- Networks & Communities
- Publications
- Conferences & Events
- Career Services
- Research & Information
- Ethics Center & Helpline

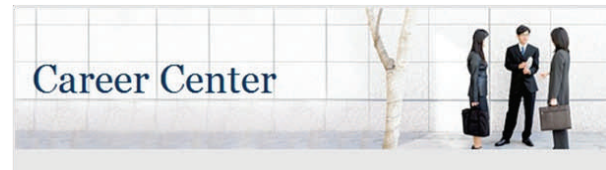
### Benefits Custom-Tailored to You

IMA offers a variety of membership types so you can select the membership level that's right for you or your organization.

- Professional Members
- Young Professional Members
- Student Members
- Academic Members
- Staff Enrollment Discount Program

Maximize your IMA membership and join the AZ Valley of the Sun Chapter #239. For more information on IMA membership benefits and to join, please visit [http://www.imanet.org/ima\\_membership.aspx](http://www.imanet.org/ima_membership.aspx) or contact our Chapter Membership Director Mark Weiss at [mpweiss@yahoo.com](mailto:mpweiss@yahoo.com).

## IMA Career Resources



The Job Connections section of our proprietary online community, LinkUp IMA, is a great resource for those seeking accounting and finance positions in the U.S. and internationally and for employers looking for qualified candidates. If you are actively searching for a new opportunity, create your own profile and post your resume on LinkUp IMA.

IMA Career Center is the premier electronic recruitment resource for the industry. Here, employers and recruiters can access the most qualified talent pool with relevant work experience to fulfill staffing needs.

Whether you're looking for a new job, or ready to take the next step in your career, we'll help you find the opportunity that's right for you. Target your recruiting and reach qualified candidates quickly and easily. Simply complete our online Registration Form and start posting jobs today!

LinkUp IMA Job Wall offers a place for members worldwide to hang a virtual flyer for a job opening or job wanted in accounting and finance. There are no additional fees to search for or connect with or post jobs. The only requirement is membership.

Login to LinkUp IMA to tap into the full benefits of your IMA membership at <http://linkupima.com/pages/home>.

## The CMA Corner

The logo for the Certified Management Accountant (CMA) certification, featuring the letters "CMA" in a bold, serif font with a registered trademark symbol.

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

### CMA Profile: Amy White

When Amy White decided to become an accounting major in her junior year at Northern Arizona University, she did some research. Comparing her future course load with the topics of the Certified Management Accountant (CMA®) exam she found a striking similarity: "I looked at the topics on the exam and then looked at the courses that I would be taking to get my degree. I found that the CMA would go right along with what I would be learning."

Ms. White had first learned about the CMA in her principles of managerial accounting class, and went online to learn more about IMA® and the CMA certification. She started studying for the exam in September of her senior year, took her first part in November and, impressively, passed all four parts by the next May. That same month - May 2008 - she graduated with her B.S. in accountancy.

For Ms. White, taking the exam as a student proved a demanding but wise choice. "I really wanted to focus on my job once I was done with school," she said. "I didn't want to have to study over the summer, and so I wanted to finish the exam while I was still a student." She admits that her plan did have its challenges: "I took Part 4 at same time as my finals, which was definitely difficult."

The scheduling challenges certainly didn't hurt Ms. White's performance, however. In fact, she earned the Johnson & Johnson Silver Medal for achieving the second-highest CMA exam score for the Summer 2008 period, an award she received at IMA's 90th Annual Conference & Exposition in Denver last June. Now all Ms. White needs to call herself a CMA is to complete her two continuous years of professional work experience.

Graduating college along with passing her CMA exam certainly proved valuable for Ms. White as she completed her first job search. "The fact that I had recently completed the exam definitely came up in my interviews," she said. "It was a strong selling point that I think helped to set me apart. Pursuing my CMA shows not only that I have a specific skills set but also that I was able to prepare for the exam and accomplish a goal."

Ms. White landed her first job as a general ledger accountant at Safeway Inc., one of the largest food and drug retailers in North America. The company has been very supportive of her certification, and even offers onsite CPE classes for certified professionals.

As someone who has already reaped the benefits of pursuing a CMA early in her career, Ms. White offered some helpful insights to students who are considering taking the exam. "I think having a plan and a positive attitude will help to get you through," she said. "A couple of days before the exam, I started to panic, but I had to remind myself: I know this material, I've studied really hard, and I'm ready."

She also noted that for anyone preparing to take the exam, having a definite goal in mind definitely helps with the problem of procrastination. "Book your appointment to take the exam and keep it," she said. "Then, you have a deadline that you must meet and a clear goal to shoot for. Otherwise, it can become too easy to put off taking the exam." Because she didn't procrastinate, Ms. White is on her way to achieving success and satisfaction, in a career that is just beginning.

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



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

## IMA CMA Review Self-Study Options

IMA offers an extensive toolkit to prepare you for the CMA exams, providing a road map to this valuable professional certification. The centerpiece of our offering is the CMA Learning System (CMALS), featuring in-depth textbooks and online practice tests. A complement to the CMALS is the CMA Online Intensive Review (OIR), which provides a targeted, online self study review of key CMA Exam Topics.

### CMALS & CMA OIR Combo – 2-Part Kit Version 3.0

IMA's most complete study program for the revised (2010) two-part CMA exam! This Two-Part Combo kit covers Part 1: Financial Planning, Performance and Control and Part 2: Financial Decision Making and includes two CMA Learning System textbooks, two CMA Online Intensive Review courses, and access to the online practice tests for both exam parts. The Part 1 and 2 textbooks follow the ICMA content specifications for the revised (2010) CMA exam, presenting content by section and topic and addressing the Learning Outcome Statements. The textbooks review critical concepts and calculations, knowledge-check questions/answers, over 175 exam-type questions/answers, 39 retired sample essay questions/answers, bonus tips on exam preparation, and an extensive reference bibliography. The Part 1 and 2 Online Intensive Review courses include two interactive, online-only self-study courses aligned with ICMA's Learning Outcome Statements by section and topic. They include onscreen explanations, interactive exercises, knowledge-check questions/answers, and the popular "Ask the Expert" feature, which allows users to interact with a CMA subject matter expert. The Part 1 and Part 2 Online Practice Test system includes 1,400+ multiple choice questions with explanations. There are six separate tests for each exam part—one for each section and one that emulates each full exam part—a grade book to track practice tests progress, and additional resources, including essay questions with sample answers. Test questions are randomized to provide a different presentation for each test you take—take the tests as often as you like. The online system is available 24/7, providing flexibility to study at your own pace and schedule.

### CMA Learning System - Self Study 2-Part Kit Version 3.0

The CMA Learning System (CMALS) Self-Study Version 3.0 supports candidates studying for the revised (2010) two-part CMA exam and covers Part 1: Financial Planning, Performance and Control and Part 2: Financial Decision Making. It includes two textbooks and access to online practice tests and resources. The Part 1 and 2 textbooks follow the ICMA content specifications for the revised (2010) two-part CMA exam, presenting content by section and topic and addressing the Learning Outcome Statements. The textbooks review critical concepts and calculations, knowledge-check questions/answers, over 175 exam-type questions/answers, 39 retired sample essay questions/answers, bonus tips on exam preparation, and an extensive reference bibliography. The Part 1 and Part 2 Online Practice Test system includes 1,400+ multiple choice questions with explanations. There are six separate tests for each exam part—one for each section and one that emulates the full exam parts—a grade book to track practice tests progress, and additional resources, including essay questions with sample answers. Test questions are randomized to provide a different presentation for each test you take—take the tests as often as you like. The online system is available 24/7, providing flexibility to study at your own pace and schedule.

Please contact us at (800) 638-4427 or [ima@imanet.org](mailto:ima@imanet.org) for more information about CMA Exam Prep support.

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Publicity	Sallylyn Hill	Co-Director	<b>OPEN</b>
Community Programs	Cathy Guerriero	Employment	<b>OPEN</b>
Webmaster	Debbie Michalowski		Diane Hewlett (P)
Roster	Kathleen Moren (P)		

## Valley of the Sun Chapter Community Service Projects

Join our chapter members in upcoming community service projects as a way to give back to our community and network with colleagues in a fun and rewarding environment.

**Coming up:** ABIL (Arizona Bridge for Independent Living) is looking for **VITA volunteers (tax prep, greeters or screeners)** training provided by ABIL. ABIL is also recruiting **Financial Literacy Instructors** to teach day and/or night classes in Mesa. Class schedules will be created based on Instructor availability. Contact [aswaphx@aswa-phx.org](mailto:aswaphx@aswa-phx.org) and type ABIL in subject box if interested.

**December 8th** 2<sup>nd</sup> annual **VITA** (Volunteer Income Tax Assistance) Training at DeVry! Back by popular demand. See the VITA section on page 7 for details to register.

**Dec 2010** (date TBD) IMA and ASWA team up for a Scholarship Fundraiser and community blood drive at a local restaurant. Join us for a social mixer and part of the restaurant proceeds go to the ASWA Scholarship Fund.

**February 26, 2011** American Heart Association Heart Walk. Sign up now and join Laura Mangan on the Number Crunchers team. If you can't join the walk team, the AHA could use money counters too. For more information, visit Phoenix Heart Walk at <http://tinyurl.com/2ducxtg>

Email Cathy Guerriero at [cguerriero01@yahoo.com](mailto:cguerriero01@yahoo.com) for information on any IMA Chapter Community Event.

## Valley of the Sun Chapter Events



Monday, December 13th  
 AZ Valley of the Sun Board Meeting  
**\*\*Date & Location Change\*\***  
 McCormick and Schmick's  
 2575 E. Camelback, Phoenix

December 14th  
 AZ Valley of the Sun Technical Meeting  
 Spouses Night  
 Topic: **Communication Styles**  
 Speaker: Jennifer Rue

January 11th  
 AZ Valley of the Sun Board Meeting

January 18th  
 AZ Valley of the Sun Technical Meeting  
 Past President's Night  
 Topic: **IMA National President's Update**  
 Speaker: **Jeffrey C. Thomson, CMA**

February 8th  
 AZ Valley of the Sun Board Meeting

February 15th  
 AZ Valley of the Sun Technical Meeting  
 Topic: **Tax Updates**  
 Speaker: **Deloitte**

## Strategic Finance: Intrepreneurs and Innovation

In the November issue of Strategic Finance, Lawrence Chui, CPA, and Mary B. Curtis, CPA, CISA explore another approach to continuous monitoring. This article is based on a study supported by the IMA® Foundation for Applied Research (FAR).

COSO reports that effective monitoring can lead to organizational efficiencies and reduced costs associated with public reporting on internal control. Continuous monitoring is a methodology that provides for the electronic observation of organizational activities online and in real time. It can support and enhance the key activities of management accountants: decision support, planning, and control. Management accountants who are also intrepreneurs can have a big impact on their organizations' continuous monitoring (CM) efforts. An "intrepreneur" is a relatively new concept that describes someone who pursues entrepreneurial activities within a large corporation.

Continuous monitoring must begin at the grassroots level—through the support of a management accountant who recognizes an opportunity and champions its use. These innovators, who are willing to approach problems from new angles, are in the position to understand CM's potential benefits and to sell that potential up the corporate ladder to management. The study found that management accountants' willingness to champion innovation within their organizations is dependent on the complexity of the CM technology; the characteristics of the technology, including usefulness and system reliability; the organization's orientation toward innovation; and the individual's inclination toward innovation.



Organizations that encourage the intrepreneurial activities of their employees have many potential ways to gain.

Read the latest issue of Strategic Finance online at <https://www.imanet.org/publications.asp>

## IMA Member December Birthdays

Amie L. Corey, CMA  
 Beverly E. Amer, CMA  
 Carl F. Naegeli  
 Catherine M. Cameron, CMA, CPA  
 Charles R. Campbell Jr.  
 Christine M. Tornetta  
 Christine P. Anderson  
 Christopher R. Kemper, CMA  
 Diana L. Dunkin Vasquez, CMA, CPA  
 Douglas J. Morris, CMA, CPA

Edward W. Barry, CPA  
 Halley M. Fisher  
 Harold J. Burke  
 J. David Briggs, CMA  
 James L. Johnson, CPA  
 Jeffrey N. Darbut  
 Jun Xie, CPA  
 Kelly R. Sauer, CMA  
 Lori Evans  
 Marcey R. Mende  
 Margaret A. Stallworthy, CMA, CPA

Nicholas D. Bogle  
 Orville A. Gore, CMA  
 Pam A. Brogie  
 Richard W. Wamhoff, CMA  
 Robert A. Mohle Jr.  
 Roy H. Anderson  
 Sara J. Moulton Reger, CMA  
 Scott J. Keller  
 Starla R. Reichow  
 William F. Goode

## IMA Member December Anniversaries

### 1 - 10 Years

Nathan Downing  
 Ryan T. Matz  
 Mohamed H. Shaat  
 Veronica V. Sas  
 Rodney Richins  
 Karen M. Rogers Sim  
 Mary A. Bunting  
 Rozanne A. Parker

### 11 - 15 Years

Yu Mei Lin  
 Peter Harris, CMA, CPA  
 Camille Cook, CPA  
 Kevin S. Pearce, CMA, CFM

### 16 - 20 Years

Douglas P. Schoenoff, CPA  
 Roger L. Nusbaum  
 Cara Lynn K. Foster, CMA  
 Robert E. Berger  
 Ronnie L. Jett  
 Delmar E. Krebs  
 Richard W. Wamhoff, CMA  
 Mark A. Anderson, CMA, CFM, CPA  
 Barry P. Storch  
 Sean T. Wright, CMA, CPA  
 Daria A. Pace

### 21 - 25 Years

Douglas S. Jardine  
 Daniel G. Darazsdi, CMA  
 Stephen Simonson, CMA, CPA  
 Michael P. O'Malley, CPA

### 26 - 30 Years

W. Jeffrey Stoddard  
 Sandy F. Burton  
 Stephen R. Peterson, CPA  
 Thomas R. Geary  
 Michael M. Horwitz  
 William E. Craig  
 Victoria M. Fredrick, CMA  
 J. G. Speer  
 Dorothy M. Hird

### 50+ Years

A. J. Hardy  
 John E. Horan

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

**Important Reminders:**

- The December Board Meeting has been moved to Monday December 13th at McCormick & Schmick's—Phoenix.
- Report your CPE hours for the IMA Webinars online at [www.imanet.org](http://www.imanet.org).
- Have a safe and happy holiday season—we look forward to seeing all of our members in 2011.

[www.imavalleyofthesun.org](http://www.imavalleyofthesun.org)

**Vision Statement**

The world's leading association for management accounting and finance professionals.



The Association for  
Accountants and  
Financial Professionals  
in Business

**Mission Statement**

Provide to members personal and professional development opportunities through education, association with business professionals, and certification in management accounting and financial management skills. Ensure that IMA is universally recognized by the financial community as a respected institution influencing the concepts and ethical practices of management accounting and financial management skills.

**DECEMBER 2010**

Sun	Mon	Tue	Wed	Thu	Fri	Sat
			1 IMA Webinar	2	3	4
5	6	7	8	9	10	11
12	13 Board Meeting	14 Technical Meeting	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	