

# Perspectives

Dallas Chapter of ASTD

Membership Newsletter

August 2001

## *Inside this Issue:*

|                                |   |                       |    |
|--------------------------------|---|-----------------------|----|
| Meeting Topic .....            | 2 | Using MS Office ..... | 10 |
| From Our President .....       | 4 | Snapshots .....       | 12 |
| Who Built Our New Website? ... | 7 | Member Services ..... | 14 |
| Thank You Volunteers! .....    | 8 | Calendar .....        | 18 |
| Link of the Month .....        | 9 | Advertising .....     | 18 |
| We Want You! .....             | 9 | Leadership Team ..... | 19 |

*Perspectives* is published monthly by the Dallas Chapter of ASTD, a non-profit corporation. *Perspectives* presents issues, opinions, and news of interest and value to the human resources development community. The annual subscription rate is \$12.00 for non-members.

Letters to the editor, guest contributions, and advertisers are welcome. Article submissions may be sent to Joe Russo or Christy Matheson (contact information below.) **The deadline for advertisements is listed on the Chapter Calendar.**

Please contact the Chapter Administrator at 972.755.0956 or [info@dallasastd.org](mailto:info@dallasastd.org) for information on ASTD, membership, changes in membership status (such as change of address, company name, title), receipt of *Perspectives*, or any chapter-related issues.

### **Editor/Designer:**

Joe Russo,  
[jrusso@zalecorp.com](mailto:jrusso@zalecorp.com)  
972.580.5379

### **VP of Communication:**

Christy Matheson, [cmatheson@atwork-solutions.com](mailto:cmatheson@atwork-solutions.com)  
469.374.0900 x-3

### **Additional Design:**

Mum Te, [focusdesigner@yahoo.com](mailto:focusdesigner@yahoo.com)  
972.231.7784

**Disclaimer:** The materials in *Perspectives* and on our website are for informational purposes only and by no means constitute a recommendation or endorsement. The Dallas ASTD Board of Directors, Leadership Team and production staff are not liable for individual interpretation and use of the information provided. The newsletter and website are provided to give readers and visitors a general understanding of training and development issues, not to provide specific professional advice. Before you act on any information contained in either our newsletter or our website, the chapter highly recommends consulting an expert on the subject. The chapter will not be responsible for any errors or omissions transmitted by its newsletter or website nor will it be responsible for opinions expressed by members, guest speakers, or contributors to the newsletter or website.

**M**uch has been said about Blended Learning in recent months. Is it all hype or is it sustainable?

In the past, learning has been predominantly delivered in one delivery mode or the other – either classroom-based or technology-based training. But the evolution of our systems, technologies and practices is leading us more and more in the direction of blended learning. This keynote presentation unfolds the latest cutting edge thinking on the topic of Blended Learning. Some the issues to be explored include: What is Blended Learning? What are we blending? Why blend? How to blend? What is the future of blending?

After attending, participants will be able to:

1. Define the notion of blended learning and its different dimensions,
2. Define the notion of reusability, learning objects, and virtual e-learning within the context of Blended Learning,
3. Apply criteria for selection of different modalities of learning within a blended learning program,
4. Apply the benefits and learning effectiveness criteria to create a business case for blended learning,
5. Visualize examples of Blended Learning in an online environment.

Our speaker, Harvi Singh, is Chief Learning Technology Officer at Centra. Before joining the company, Mr. Singh co-founded MindLever, a leading learning content management systems company in Raleigh, North Carolina. MindLever was acquired by Centra in April 2001.

Mr. Singh has more than 10 years experience in technology-based learning, and is noted as one of the early proponents of an integrated, standards-based approach to enterprise learning. He has been

Our next meeting is:

**Tuesday, August 21, 2001**

**IMPORTANT NOTE:**

The meeting is being held at the **Brookhaven Country Club**  
**3333 Golfing Green Drive**  
**Dallas, TX 75234**  
in conjunction with the  
2001 High Tech/High Touch  
Education Day.

Cost for lunch and speaker:  
\$30 members / \$40 guests

If you plan on attending, please register by noon on **Thursday, August 16**. You may register by visiting our website at [www.dallasastd.org](http://www.dallasastd.org), e-mailing us at [info@dallasastd.org](mailto:info@dallasastd.org), or by calling 972.755.0956, ext.31 (for members) or ext.30 (for guests). Payments may be made by phone or at the meeting. No-shows will be invoiced. Also, please tell us if you require a vegetarian meal.

### **High Touch / High Tech Schedule of Events**

The Vendor Fair and Educational Sessions are free and registration is not required.

Vendor Fair

9:00 - 11:15 & 1:15 - 3:00

M-Link Educational Session

9:30 - 10:00

Eagle's Flight Educational Session

10:30 - 11:00

Change@Work Educational Session

1:15 - 1:45

Circles of Excellence Educational Session

2:00 - 2:30

Registration for Lunch Program

10:45 - 11:30

Lunch and Speaker Harvi Singh


11:30 - 1:00

Doug Caldwell, the JobNet facilitator, and Job Search handouts will be available from 10:45 - 11:30. You can also talk with Doug and other job seekers

involved in the Apple Classroom of Tomorrow research labs, produced and directed over 100 multimedia and Internet training products, and consulted with major organizations such as Microsoft, Oracle, Sun Microsystems, Harvard Business School, and the Department of Defense on their e-learning initiatives.

during lunch at a special JobNet table in the dining room.

As a recognized thought leader in e-learning, Harvi Singh has actively served on standards committees, including IMS and SCORM initiatives, and is frequently invited to speak at national conventions and to write articles and commentary on the topic of online learning.

Harvi Singh has graduate degrees in computer science and education from Stanford University and a bachelor's degree in computer science from North Carolina State University. 

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**Authenticity**

by Sharon Weisberger, President

**R**ecently, I've been interested in the work of Roger Schwarz, facilitation consultant and workshop leader, and author of "The Skilled Facilitator". He has a values-based approach to facilitation and offers practical wisdom for handling challenging situations. I like his approach because



he provides models for ways we can act authentically which in turn allows our clients to act more authentically with their co-workers and us. With this base, the true work of team building and process improvement can begin. I'd like to share some of what I've learned, and

perhaps it can help you be more effective in your work as well.

### **The Premise**

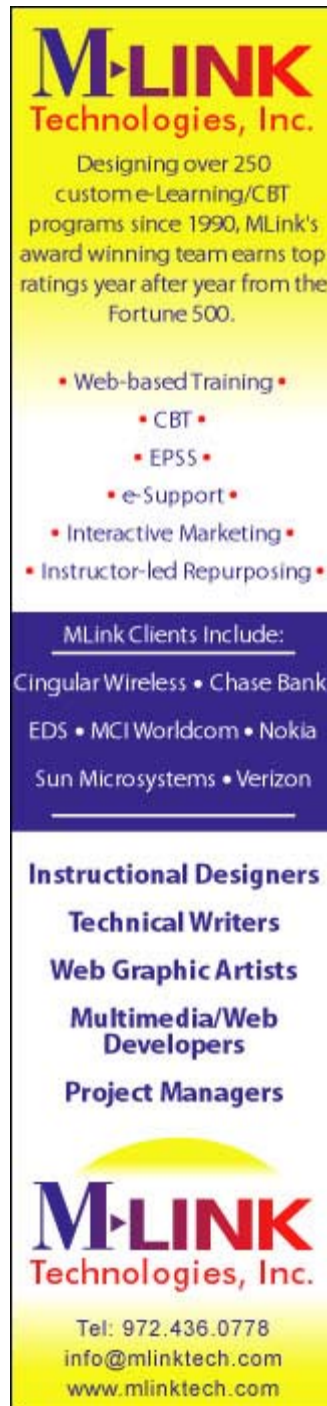
When we are facilitating a group and a difficult situation arises, we often devise a strategy to help the group address the situation. Often, the strategy is the result of a private conversation we've had in our head and the way we are thinking makes it difficult to share the strategy and our rationale with the group. Not sharing our strategy and rationale has unintended consequences that may make our work more difficult. However, there is an effective way to share our strategy that will allow the group to address the issue.

### **Case Study - What Would You Do?**

You are facilitating a team building session. While you are hanging a flip chart on the wall, a senior member of the team, Chris, walks over to you and whispers that the group shouldn't spend any more time on the current issue and should just move on. Before you can reply, Chris sits down.

What would you be thinking if this situation happened to you? What's the main issue for you? What would you do next and why?

### **Unintended Consequences**



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Examples of what a facilitator might do next include:

- Do nothing.
- Walk over to Chris and ask if she would like to share the issue with the group.
- Call a break and ask Chris if she would like to share the issue with the group.
- Say to the group, "It seems like this might be a hot issue for the group. Is it?" and hope that Chris will speak up or others will agree or disagree.
- Divide the participants into small groups to discuss the issue, hoping that Chris will feel comfortable discussing the issue and her concerns.

In each case, if you did not share the rationale for your strategy, you will experience unintended consequences that may compromise your credibility and ability to help the group progress. For example, if you do nothing, people will wonder what Chris said to you -- and that could be distracting. If you walk over to Chris, you are breaking the flow of the session, people will wonder what you are talking about, and dislike the fact that there seems to be a secret between the two of you. If you call a break, the group may ask you why or disagree that a break is needed. If you say, "It seems like this might be a hot issue for the group," people might assume you and Chris are in collusion about the issue and you might lose your perceived neutrality and credibility. If you divide the participants into small groups, people may wonder why and not be committed, disagree with the approach, or think the exercise is a waste of time.

### **Why Don't We Share Our Strategy?**

A good question to ask yourself is why you did not choose to share your strategy and rationale with the group when you selected your course of action.

Often the answers are similar to these:

- I didn't know what to do, and I didn't want to admit that to the group, because I would appear incompetent and vulnerable.
- Chris is a senior member of the team and I felt uncomfortable challenging her because of her power in the organization.
- I didn't want to do anything that would put Chris on the spot or cause her to lose face.

Underlying these responses are often two core beliefs:

1. We believe that we need to unilaterally control the situation (after all, we're the facilitator hired to help the group.)
2. We want to minimize the expression of negative feelings.

The potential consequences of not sharing our strategy are that the group's trust in us will decline, people will resist our interventions because they don't know why they are being asked to do them, and our clients miss an opportunity to learn how to deal honestly with the difficult issues they face.

### **What Can We Do Instead?**

In the case study above, we could say, "You may have noticed that Chris just whispered to me about an issue with the group. Chris, I'd like to stop now and ask if that's an issue you'd like to share with the group. Whether you decide to or not, it's your choice."

Underlying this approach are three core values ("The Skilled Facilitator", p.8-9):

1. **Valid information.** Group members should share all relevant information and reasoning, using language that others can understand, with enough specifics so that the information can be independently confirmed.
2. **Free and informed choice.** Group members can define their own objectives and methods for achieving them and their choices are based on valid information. When people make free choices, they are not coerced or manipulated.
3. **Internal commitment to the choice.** Group members feel responsible for their decisions and find the decision intrinsically satisfying.

These values work together. People need valid information to make a free and informed choice. When people make free and informed choices, they feel internally committed to those decisions and carrying them out. People who value valid information continually seek new information to verify the effectiveness of their decisions and whether they should be changed.

In general, we can use the following steps for handling challenging issues:

1. Describe the behavior you've just observed (be as factual and neutral as possible)
2. Ask if group members agree
3. Share your inferences and reasoning
4. Ask if group members agree
5. Ask how the group would like to proceed

An example:

You are working with a small group. There are three proposals on the table about how to solve a business problem. The group is arguing about the proposals and isn't getting anywhere. You think it's because the group members have different understandings of the problem.

As a facilitator, you might say to the group:

*"I'd like to stop the discussion for a moment and talk about what's happening in the group. There are three proposals on the table and you have been discussing them for about half an hour and haven't yet made a decision. Is that right?"*

*I think I have a process that would be helpful to you in coming to a decision. It sounds like each proposal presents a different solution, because it is based on a different understanding of the original problem. It might be helpful to go back and look at the original definition of the problem and make sure we all understand it the same way. Do you think that would be helpful?"*

*Would you like to spend time making sure you agree on the problem definition and then re-evaluate the proposals?"*

With this approach, you have provided valid information and given participants free and informed choice. Your approach has also been factual, honest and non-judgmental. Therefore, participants will not feel manipulated or resentful, and are likely to feel internally committed to the course of action. Also, you are able to test your inferences and assumptions with the group. If your inferences or assumptions had been wrong, and you had not stated them up front, you might have led the group on a course of action that would not be helpful to them.

This approach requires that you believe in the three underlying core values and are aware of and able to articulate your thought process. There is also work required when you contract with a group initially, so that it is appropriate for you to intervene in this way.

If you decide to adopt this approach in your work (perhaps after further study), I hope you find that you are more effective.


To your success!

Sharon Weisberger 

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## **Who Built The New Dallas ASTD Website?**

by Scott Stein, VP Technology

any thanks to the Web Design Team members who put in many hours to make this happen:

**Joe Russo:** without his many hours, this would have not happened. This one announcement can't even begin to do justice to praise his efforts. Just suffice it to say that he worked hard to design, solve problems, and troubleshoot the site, and he tried to accommodate every want and need of the chapter with regard to the new site. He had the vision, planning, project management, and coding skills to make it happen. Thanks Joe.

**Mum Te, Shirley Lee, and Bill Brandon:** for their page building, problem solving, and expertise. These are the "hard coding" technical people. Shake their hands when you see them at the next meeting.

**Sharon Weisberger, Vicky Ulrich, Barbara Hoggan, and all the others** who took time particularly over the last week, to click links, ask questions, make suggestions, and put forward fear-inducing statements like "Hey, what happened to that entire section on ...." Proofing and quality control is the first and foremost issue in any work. Thank you.

**Michael Peveler, Sheldon Fischer, Scott Airitam, and the entire Dallas ASTD Leadership Team** for those "early on" previews and input about the site design. Your candid input makes design a whole lot easier.

I am proud to be a member of this team. Thank you all.

*Scott Stein is the VP of Technology for Dallas ASTD. He is an experienced soft skills, technical, and communications trainer and writes a monthly article on PowerPoint for The TrainingZONE ([www.trainingzone.co.uk](http://www.trainingzone.co.uk)). You can reach him at [Scottcs@hotmail.com](mailto:Scottcs@hotmail.com). ☺*

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**Where:** Dallas

**Info:** [www.R2assoc.com/](http://www.R2assoc.com/)

**Fee:** \$995

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## **Thank you to the following volunteers:**

...for facilitating the JobNet meetings, Doug Caldwell.

...for facilitating our Sharing Best Practices Round-Tables: Bill Lee, Jana West, Karen Hopkins, Karl Krayner, Bill Hamrick, Rick Hicks, Pauline Shirley, Shaun Manning, Brett Diamond, Clare Davis, Caryl Madison, Carl Youngberg, and Susan Lewis.

...for helping out at the registration tables at the June and July meetings: Nancy Peham, Edward Retta, Trish Thompson, Pauline Shirley, Diana Kicks, Charles



## Link of the Month

*In this new monthly feature, Perspectives will feature a web link that is of interest to the training community. Please send your suggestions to Christy Matheson at [cmatheson@atwork-solutions.com](mailto:cmatheson@atwork-solutions.com) or Joe Russo at [jrusso@zalecorp.com](mailto:jrusso@zalecorp.com).*

This month's Link of the Month (actually two links!) is from Bill Brandon, Learning Technology SIG leader:

If you are looking for unbiased information comparing the various Learning Management Systems that are available, two new resources are:

JTAP Report : "A Framework for Pedagogical Evaluation of Virtual Learning Environments" by Sandy Britain and Oleg Liber (University of Wales – Bangor) provides a useful pedagogy-based survey.

LMS Comparison Table : A Web tool for comparative analysis of online course delivery platforms, Features/Tools and Tech Info, Comparison Table for Applications, by Bruce Landon. ☼

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## We Want You!!

By Christy Matheson, VP Communication

**I** certainly hope that you are enjoying the online version of the Perspectives newsletter or at least getting used to the new format. For 2001, there were two main goals that I had for the newsletter. The first of those goals was to transition to this online format. The second goal was to maintain valuable content and add some additional features. Now that we are through the first "hurdle," it is time to focus on the second. Obviously, the newsletter is nothing without valuable contributions from our membership and others in the field of training and development. We need your help with the following areas:

1. *"Tales from the Training Room"*

We discussed this additional feature earlier in the year but now is the time to act! Please send me any funny or interesting anecdotes that you have collected through your experiences in the training field. We all have one or two of these stories to share with the chapter so that we can learn and laugh a little.

2. *"Ask the Trainer"*

We have such valuable knowledge available to us through our membership. Do you have questions related to training that you would like input on? Have you learned a recent lesson about development that you feel the chapter could benefit from? Please share these with me so that we can include them in "Ask the Trainer."

3. *"Link of the Month"*

Bill Brandon, the Learning Technology SIG leader, recently suggested that we include a link to a helpful website in the newsletter each month. If you have come across an interesting site, please send it my way.

4. *Whatever your heart desires ...*

We need your input on all topics related to our field. All articles will be considered for publication. Please submit your ideas.

If you have information for any of these areas, please send them to me at [cmatheson@atwork-solutions.com](mailto:cmatheson@atwork-solutions.com). I am looking forward to hearing your great new ideas! ☺

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## Using Office for Training Functions

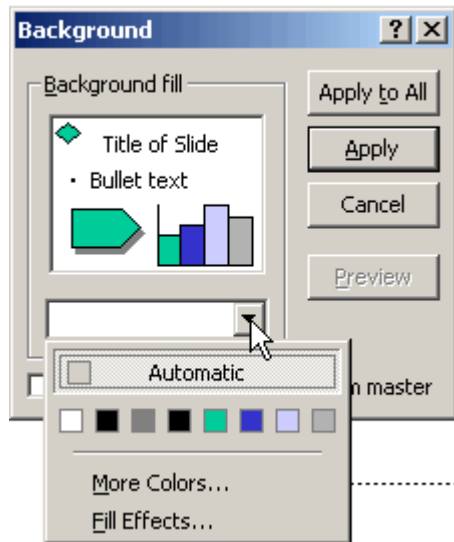
### *Train the Trainer - PowerPoint Presentations*

By Shirley Lee

*Welcome to a new feature article by Shirley Lee. Each month, Shirley will supply tips for using Microsoft Office applications to improve your presentations and streamline your job.*

**E**veryone has a favorite PowerPoint presentation design template. However, maybe the background for that favorite design doesn't print well, the color is too harsh, or you would like to use a picture or your company's colors in the background. Once you have chosen a presentation design template, how can you change the background on one or more slides? Here are the steps to do that:

1. Select the slide where you want a new background.
2. From the menu, select **Format**.
3. Select **Background**.
4. Click on the color drop down to select a new color, a fill effect, or add a picture to background.

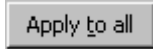


5. a. To change a background color:
- select **More Colors**.
  - select a color.
  - go to step 6.
- b. To change a background:
- select **Fill Effects** from color drop down choices.
  - click on the appropriate tab to change the look: *Gradient*, *Texture*, or *Pattern*.
  - experiment with various options until the desired look is achieved in the "Sample" view.
  - go to step 6.
- c. To add or change a background picture:
- select **Fill Effects** from color drop down choices.
  - click on the *Picture* tab.
  - click on the **Select Picture** button to find the file that contains the desired picture.
- 
- click **OK** to preview the picture in "Sample" view.
  - if the picture is correct, then go to step 6 otherwise click on the **Select Picture** button and repeat the process.

6. Click **OK** to verify selection.
7. a. To place the background on a single slide, click on the **Apply** button.



- b. To place the background on all slides in the presentation, click on the **Apply to All** button.



HINT: Light colors or no background is better for printed documents. Dark backgrounds are better suited to slide shows.

*Shirley Lee is MOUS certified (Microsoft Office User Specialist). Her web site is <http://web2.airmail.net/c0027711/>. ☎*

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## **SnapShots - from the June Meeting**

photos courtesy of Don Simonds



Carl Schwab opens the OPI SIG with 18 in attendance.



Susan Fair speaks to OPI SIG on Myers Briggs Type Indicator.



Dick Dunstan shares the speaker's role on MBTI.



Guests are recognized at the June meeting.



New members are recognized at the June meeting.



Volunteers are recognized at the June meeting.



All SIG attendees stand for recognition.



Scott Stein facilitates the announcement session.



Bob Livingston calls for Leadership.



Bill Brandon announces the Tech SIG meeting agenda.



Jana West extolls the virtues of Meeting Sponsorship.



Amie Lay introduces the evening's speaker, Joe Willmore.



Joe Willmore gives instructions for group participation.



Attendees discuss table topics on Scenario Planning.



Joe draws cards for door prizes.



Janice Powell wins an ASTD Jobline.



Paula Baccus wins an ASTD Jobline.



Joe is presented with a gift from the Chapter.



Sara Allred wins a CD holder as guest of the month.

## Member Services

| Program             | Service/Purpose  | Contact Information   |
|---------------------|--|---|
| General Information | To register for meetings, leave a message for the chapter administrator, notify us of address changes, and receive information about chapter programs. | Dallas ASTD Office<br>972.755.0956<br>info@dallasastd.org<br>www.dallasastd.org |
|                     |  |   |

|                               |   |  |
|-------------------------------|---|--|
| Advertising in our Newsletter | You may place ads in our monthly newsletter. Contact us to learn about rates.   | Dallas ASTD Office<br>972.755.0956<br>info@dallasastd.org      |
| Ambassador / Newcomer Program | If you would like to help welcome new members or would like someone to help you make the best of Dallas ASTD, this is for you!  | Deborah Avrin<br>972-991-4737 ext. 350<br>avrin@wans.net       |
| Awards                        | The Chapter sponsors awards for all chapter volunteers, as well as several awards to recognize outstanding achievement in training and development. Awards are presented at the December monthly meeting.             | Bob Livingston<br>972.437.1711 x-215<br>livstone@earthlink.net |
| Career Builders               | A career development service that allows you to assess your competencies in training and development with a proven assessment instrument, and speak to an advisor for personal assistance with your career decisions. | Carly Lamb<br>972.668.0676<br>carlylamb@yahoo.com              |
| Directory                     | Available on the Chapter website in the next few months. Contains contact information for each member, along with general information about Dallas ASTD and ASTD National.  | Dallas ASTD Office<br>972.755.0956<br>info@dallasastd.org      |
| <b>Job Search Services</b>    |   |  |
| Job Listings                  | Cost to list a job is \$50 for four weeks. View the job list on our website: www.dallasastd.org.  | Dallas ASTD Office<br>972.755.0956<br>info@dallasastd.org      |
| JobNet                        | A job search support group that meets before  | Doug Caldwell<br>1.800.510.3973 Ext. 89845                     |

|  |   |   |
|--|---|---|
|  | each monthly meeting from 4:30 - 5:30 p.m.  | astdjobnet@aol.com  |
| ResumExpress   | Members submit resumes on computer disk or through e-mail. Employers receive resumes through e-mail or fax (free.)    | Mia Bradley<br>972.915.2495<br>mia_bradley@merck.com  |
|  |   |   |
| Mailing List   | Available to rent if you have a training-related service or product to advertise.                                     | Dallas ASTD Office<br>972.755.0956<br>info@dallasastd.org   |
| Monthly Meetings                                       | Held the third Tuesday of each month to provide professional development and networking opportunities.                | Dallas ASTD Office<br>972.755.0956<br>info@dallasastd.org   |
| Newsletter Perspectives                                | Published monthly; contains information about chapter programs and events, and educational articles.                  | Christy Matheson<br>469-374-0900<br>cmatheson@atwork-solutions.com  |
| Orientation  | Provides information about all chapter benefits. Offered at 5:30 p.m. for 30 minutes before each monthly meeting.     | Mary Jo Huard<br>972.315.0916   |
| Professional Development Seminars                      | Dallas ASTD offers a variety of half-day and full-day seminars throughout the year.                                   | Dallas ASTD Office<br>972.755.0956<br>info@dallasastd.org   |
| Human Performance Technology (HPT) Certificate Program | In partnership with Dallas ASTD, the University of Texas at Dallas offers this certification in six weekend seminars. | For more information, visit <a href="http://som.utdallas.edu/profdev-/CourseDescriptions/HPTProgram.htm">http://som.utdallas.edu/profdev-/CourseDescriptions/HPTProgram.htm</a> (do not include the hyphen) |
| Scholarship  | The Ann Bankhead Jacobson scholarship is awarded each December to a student pursuing a                                | Bob Livingston<br>972.437.1711 x-215<br>livstone@earthlink.net  |



|  |  |  |
|--|--|--|
|  | graduate degree in training or a human resource specialization.  |  |
| <b>Special Interest Groups</b>         |  |  |
| Consultants                            | To provide an environment that promotes excellence in professional development, an increased awareness of our various skills and a spirit of networking. Meets 4th Tuesday, 7:30 - 9:30 a.m. at Group Dynamix, 1215 Trend Dr., Carrollton, TX. | Allen Barraclough<br>817.442.1698<br>abear727@aol.com<br><br>Misty Shatto<br>817.274.9473<br>mistyshatto@aol.com |
| Learning Technology                    | To provide an opportunity for members to learn about new and emerging learning technology. Meets directly after the chapter meeting (except December) at location of chapter meeting.  | Bill Brandon<br>888.817.7393<br>bbrandon@bigplanet.com   |
| Organizational Performance Improvement | To review articles and issues, and discuss organizational vision development to improve performance. Meetings are held before each monthly chapter meeting from 4:30 to 5:30.  | Carl Schwab<br>972.393.5568<br>cmschwab@gte.net<br><br>Dwight Davis<br>972.729.3048<br>Dwight.Davis.1@wcom.com   |
| <b>Volunteering</b>                    |  |  |
| Volunteering                           | Dallas ASTD is completely run by volunteers. Opportunities to volunteer vary in length to fit your schedule. Volunteering is a great way to meet more people, feel more connected to ASTD, and develop new skills.                             | Contact any chapter officer or the Dallas ASTD Office<br>972.755.0956<br>info@dallasastd.org                     |

## Dallas ASTD Calendar

| August |   |           |                                      |  |
|--------|---|-----------|--------------------------------------|--|
| Monday | Tuesday                                   | Wednesday | Thursday                             | Friday                                 |
|        |   | 1         | 2                                    | 3                                      |
| 6      | 7   | 8         | 9                                    | 10<br>Newsletter<br>submissions<br>due |
| 13     | 14  | 15        | 16<br>Meeting<br>reservations<br>due | 17                                     |
| 20     | 21<br>Chapter<br>Meeting<br>(Vendor Fair) | 22        | 23                                   | 24                                     |
| 27     | 28  | 29        | 30                                   | 31                                     |

### Advertising

Advertisers may contact the Chapter Manager, John Swinburn, or the Chapter Administrator, Janine Bethscheider, at 972.755.0956 or by e-mail at [info@dallasastd.org](mailto:info@dallasastd.org). **The deadline for advertisements is listed on the Chapter Calendar.**

All advertisements must be provided in the form of JPEG or GIF electronic files (for the PC) at 72 dpi or better. All advertisements must adhere to the following sizes:

| Size<br>(W x H) | Number of Issues |      |       |       |       |
|-----------------|------------------|------|-------|-------|-------|
|                 | 1                | 3    | 6     | 9     | 12    |
| 2.25" x 2.25"   | \$24             | \$67 | \$127 | \$180 | \$225 |
|                 |                  |      |       |       |       |

|                      |      |       |       |       |       |
|----------------------|------|-------|-------|-------|-------|
| <b>2.25" x 4.75"</b> | \$48 | \$135 | \$255 | \$360 | \$450 |
| <b>2.25" x 9.75"</b> | \$95 | \$270 | \$510 | \$720 | \$900 |

## Dallas Chapter ASTD 2001 Leadership Team

|   |   |   |
|---|---|---|
| <p><b>President/Chairman</b><br/> <i>Sharon Weisberger</i><br/> 972-818-1199<br/> sharonw@airmail.net</p> | <p><b>Director</b><br/> <i>Teresa Smith</i><br/> 972-496-6685<br/> seantism@home.net</p>                                  | <p><b>VP Member Services</b><br/> <i>Deborah Avrin</i><br/> 972-991-4737 ext. 350<br/> avrin@wans.net</p>   |
| <p><b>Director</b><br/> <i>Marie Beck</i><br/> 972-401-8145<br/> marieb@personneldecisions.com</p>        | <p><b>President-Elect</b><br/> <i>Bob Livingston</i><br/> 972-437-1711 x-215<br/> livestone@earthlink.net</p>             | <p><b>VP SIG's</b><br/> <i>Scott Airitam</i><br/> 972-475-3964<br/> scott.airitam@lsctservices.com</p>      |
| <p><b>Director</b><br/> <i>Bill Lee</i><br/> 817-963-3501<br/> bill.lee@aa.com</p>                        | <p><b>VP Communications</b><br/> <i>Christy Matheson</i><br/> 469-374-0900 ext. 3<br/> cmatheson@atwork-solutions.com</p> | <p><b>VP Career Development</b><br/> <i>Holli Simmons</i><br/> 817-835-3773<br/> holli_simmons@AFCC.com</p> |
| <p><b>VP Finance</b><br/> <i>Bill Hollomon</i><br/> 972-987-6591<br/> hollomon4@home.com</p>              | <p><b>VP Marketing</b><br/> <i>Jana West</i><br/> 972-583-1655<br/> jana.west@ericsson.com</p>                            | <p><b>VP Programs</b><br/> <i>Kim Dukes</i><br/> 972-304-1044<br/> kim_dukes@yahoo.com</p>                  |
| <p><b>VP Technology</b><br/> <i>Scott Stein</i><br/> 817-238-9104<br/> scottcs@hotmail.com</p>            | <p><b>Chapter Manager</b><br/> <i>John Swinburn</i><br/> 972-755-0956<br/> info@dallasastd.org</p>                        |   |