

# ❖ Consultants in Minnesota ❖

September 1998

## President's Message

by Ray Giske

Although one of the goals of ICCA is to "Promote professionalism within the computer consultant industry", I seldom am involved in a conversation about the topic nor am I challenged to explain what that means. Two events occurred recently, however, which brought the subject to mind.

One of those events involved a recent discussion I had with a prospective ICCA member who did, in fact, ask me about the extent to which I thought the ICCA members practiced the professional and ethical principles on which the organization is based. He indicated that he had some experience hiring "independents" and placing them on projects but found that some of these individuals would soon move to another project for only a few dollars more per hour. I

responded that I could not vouch for the practices of all local chapter members, but felt that such practices were definitely outside the standard operating procedures of our membership. Furthermore, I indicated that, should a person join who operated in such a manner, such a person would not find the local chapter an organization in which he or she would want to remain.

The second event occurred recently when I attended a day-long seminar on Year 2000 which was really designed for the legal profession; however, as I have some interest in the Year 2000 issue and since there seems to be much anxiety about potential lawsuits, I decided to attend and find out what the attorneys were saying about Y2K.

While many of the words I heard that day have long since left me, one the last presenters for the day had a transparency about professionalism which caught my eyes and ears and the words have been with me since.

The presenter, Mr. John French, Faegre & Benson, used the following slide in his presentation (edited only slightly):

As professionals, we represent that:

1. We possess the learning, skill, and ability which others similarly situated possess to practice their profession.
2. We will use our best judgement in performing the task entrusted to us.
3. We will exercise reasonable care and diligence in the use of our skills and the application of our knowledge to the task as assigned to us.

One of the things that attracted me to this list is that it is a list of three items. I can handle three things and I tend to think in threes. Beyond that however, it attracted me because it provides a reasonably straightforward foundation for this word, professional, which, at times, is pretty hard to get a handle on.

In the first place, a professional has a skill set, acquired through experience and training, which can be used in providing service to others and for which the professional will be compensated. As ICCA members we imply that our skills are sufficient to practice and that we are capable of providing a service at least equal in value to the compensation we receive. Furthermore, as ICCA members, our clients and, more importantly, potential clients attribute greater credibility to our "representation" than might otherwise be the case. In other words, our participation in a professional association, an organization of "similarly situated"

(Continued on page 2)

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INDEPENDENT  
COMPUTER  
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Newsletter  
of the



Minnesota Chapter

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professionals, adds credibility to the representation we make that we possess a specific set of skills.

The second and third point go beyond the specific skill set we as professionals possess. By calling ourselves professionals, we represent or imply that we value the qualities identified above; judgement, trust, reasonable care, and diligence. These qualities, as well as others, provide the bedrock on which the ICCA Code of Ethics and the ICCA Standards and Practices are based. (If you haven't reviewed these recently, I encourage you to do so.) Furthermore, by calling ourselves ICCA members, we represent that we value the Code of Ethics and the Standards and Practices and that our clients can expect us to act accordingly.

I wonder if this topic could serve as the basis for one of our programs during the next year.

### Members and prospect members

(from the August 1998 meeting)

By: Bill McTeer [wmcteer@mcteersys.com](mailto:wmcteer@mcteersys.com)

**B#####** - Was a member until she became a real person in 1990 - ten years before the big whoop. She has been at Deluxe Corporation during her vacation from ICCA. She is currently insuring that the checks printed on January 1, 2000 bear some resemblance to the year 2000. **B#####** is charged with maintaining the mainframe computer to the level of sophistication

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as laws vary from state to state and also because the facts or your situation may not support application of any rule, statement, or suggestion that may be printed in this publication."

that Deluxe would like to have, but that the rest of us are all familiar with. She currently has a secret that Deluxe is not going to enjoy. As soon as **B#####** answers one of the several opportunities, she will rejoin the Minnesota Chapter in the monthly quest: what am I going to eat tomorrow?

**Ralph Hopkins** - is a prospective member. He has done it all, is recently retired, and is ready to share his experience as a consultant. He has recently led a successful Y2K project for a large government organization -and it's complete! He specializes in business process integration, simulation, and voice and digital network design. He enjoys tennis and jogging. Ralph and his wife, Marie, moved to Minneapolis from Washington DC about two years ago, and they like the people and the city.

**John Zimdars** - is a member who finally showed up at a meeting after about a year. He is looking for collaborators to develop data warehouse solutions using SQL-server and NT-server. The near term returns are marginal, but the potential is unlimited. He promises a ride on his yacht after the first million.

#### A Recap about our speaker in August.

(Mark Sides)

By: Jerry Stiff [stiff001@maroon.tc.umn.edu](mailto:stiff001@maroon.tc.umn.edu)

**Mark Sides** is an Associate in the law firm of Faegre & Benson LLP (Minneapolis). At our ICCA meeting in August, he gave these remarks for corporations in the technology industry. As a corporate attorney, Mr. Sides wants to help his client "get the deal done." He feels successful when he keeps us from the litigation process. He reminds us of some prudent practices to follow. If there is some error in verbiage, it belongs to this reporter and not the speaker.

You established a corporate entity for your business. Now you want to protect your family and that entity. Recommended formalities emphasize the separation of business and personal. Make sure you use your corporate name when entering into

business transactions so people know they are dealing with a corporation. Write an account of your periodic business meetings, whether a meeting of one person or several, whether annual, quarterly, or at significant decision points. Keep that written account with your corporate papers. Your corporation has its own checkbook. Be rigorous in separating business transactions from personal. This demonstrates that you segregate family assets from legitimate business risks. On the other hand, keep enough capital assets in the corporation (don't drain the checkbook dry) corresponding to the business activities.

Preserve your independent (non-employee) status in expressions about the amount of control in getting the job done. For one example, connect payments to results (this reporter has seen total payment expressed on per project basis, although the invoicing schedule is connected to hours). For another example, the client cannot limit your ability to use sub-contractors.

Some general corporate advice for the audience. (x) Especially when one person is the core of the business, do some estate planning or have a succession plan. (x) If there is more than one stockholder, have a clear agreement about how one stock holder would buy-out another or about dissolving the business. (x) When technology professionals obtain business insurance, ensure it does not exclude "professional services," which is your product. Be prepared to disclose to your insurer information about potential liabilities. (x) If you have opportunities to work across state lines, inquire about that state's regulations on "foreign corporations." If not properly

[ed. note]

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**Attention all ICCA members:**  
Get involved, write a story for the newsletter. I need stuff to fill these white(blue) pages!!.

## National Update

By Bill Buending

About a month ago, Ray Giske called regarding the "Technology Expo For Small Business" in September. As I recall, his pitch was that, since I was about to or had just (I'm no longer sure when he called) give the chapter a presentation on consultant bookkeeping, would I be willing to give the same presentation at a demo chapter meeting to be held at the Expo. Not having a good excuse to decline, I agreed.

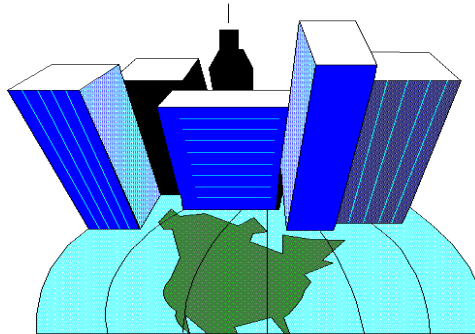
Since Ray was on a roll, he then asked if I would do something for the "Consultants In Minnesota" newsletter. This pitch was to the effect that, as a current member of the National Board, I could offer the chapter a somewhat different ICCA perspective. I could let the members in on all of the inner workings of the rascals at National. Unsaid, but implied, was that my innate ability to take twenty-five words to say something better said in five words would help Magne fill the Newsletter's white (blue) pages. Again I was faced with a dearth of reasons to decline, at least any that would stand up to even a cursory inspection, and so again I agreed. Ray checked off two more items on his To-Do List and went away happy. I procrastinated long enough to miss the August extended editorial deadline. For September, you are not so lucky.

So. What's happening at National. The big item is that we have settled on a developer/host to handle the refurbishing of ICCA's Internet presence. You should understand that we first spent an inordinate amount of time discussing the issue of an Internet presence for ICCA. Here we were, a trade association representing 1,600 technology companies and our on-line service of choice was CompuServe. Not that CompuServe is bad, only that it is an intermediary access to the Net and one to which many of our members do not subscribe. Somehow, the on-line world had slipped past ICCA while we watched.

Eventually, to get off the dime, we formed a task force to develop an ICCA Internet presence RFP. This is quite a document, with eight sections filled with specifications ranked "high," "medium," "low," and "not

rated." There are some neat aspects to the planned website, too. Members will be able to create their own webspaces within the ICCA site, have changes updated automatically, and have hot-links to their own sites if available. Chapters will have their own webspaces within the ICCA site, will be able to update their site at will, and will be able to control access to chapter subsites if required. Thus, we can have parts of our site available to the whole world, while other parts are limited to chapter members.

There will be an ICCA site search engine that is continuously updated as content



changes. The National Office will have control over all website spaces, to various degrees. And, as the National site's content changes, external search engines will be automatically updated. A new keyword service will be installed that allows for automatic update, and will allow multi-key searches. There will be Secured Sockets Layer capabilities, allowing for transfer of sensitive information (including credit card numbers) to the National Office. The site will have strong security measures where appropriate, and wide access to the world where that is appropriate.

Other features of the site will be mailing list services, e-mail services, and threaded discussion groups along with administrative control over the groups. In some cases, the mailing lists and discussion groups can be integrated so that content can be passed between them. Also planned are chat rooms for dynamic real-time, text-based communications between members or members and the public.

We sent the RFP out to about 100 potential providers, culled from a number of sources.

Ten companies responded, and the Internet Task Force took some time to investigate all of them. Two companies, well-matched, emerged at the top of the stack. The selected company is Computer Systems Authority (CSA) out of Dallas, TX. According to their proposal, the site will be fully operational 60 days after the contract is signed.

Another active project at this time is the 1999 National Conference. In locating a National Conference, it is helpful if there is a local chapter to provide assistance. Last June in Philadelphia, the Board arrived at the Conference without any chapter having officially stepped forward. While at the Conference, three chapters asked to be considered as hosts for the 1999 Conference. Thus, having moved from no hosts to three in a matter of hours, we were unable to make an announcement of the 1999 site last June.

Following more exploration of the potential sites, it now appears probable that the 1999 National Conference will be in San Jose, CA. The dates will most likely be June 19-20, 1999, which puts it a week earlier than the last two years and avoids Father's Day entirely. **THIS IS NOT AN OFFICIAL ANNOUNCEMENT!** It is, rather, informed conjecture, and nothing else. The official declaration of the 1999 National Conference location and dates will come from the National Office.

What else? The NO continues to look for a replacement for Denise Gleason, who left in April. Right now, the NO is operating somewhat short-handed. We are actually looking for two people, one to cover the newsletter editorial tasks and related concerns formerly handled by Denise, as well as a new person who would fulfill newly developed Chapter Liaison activities.

That is about it for the current agenda. Behind the scenes, we are working on updating the Chapter President's Manual, the Chapter Procedures Manual and other related documents, as a result of the recently approved National Bylaws, Policy Manual, and Model Chapter Bylaws. Now, if we can just get this new ICCA Internet presence fully operational.

### Interesting Products for Quick PC Reconfiguration

by Bill McTeer, McTeer Systems

One of the continuing challenges of producing externally distributed PC software is that I need to test with a lot of software configurations (Windows 3.1, Windows 95, Windows 98, Windows NT 4, Windows 95/98 with Internet Explorer, etc., etc.). Since my office is not large and I, like everyone else, have to replace hardware on a pretty regular basis, I decided that simply using a different PC for each configuration was not acceptable (not counting notebooks, I use two office computers, one of which is a 386-33 I use to make sure programs run acceptably on low-horsepower machines). Reinstalling and configuring operating systems and support software or even restoring a system from tape gets very time-consuming. So I've become something of an expert on reconfiguration solutions.

The first solution, which I found several years ago, is a program called System Commander. SC allows you to keep multiple configurations on your hard drive and select the one you want at boot time. Since SC does all of its fiddling as a part of boot sector processing, there are no traces of it left in memory after the target configuration is booted. So long as you install complete operating systems in separate partitions of your hard drive (big hard drives are cheap), the configurations are very independent. I find this more acceptable than the multi-boot capabilities built into various versions of Windows, plus SC is capable of handling Windows, Unix, Linux, and OS/2 on the same computer. It has worked quite well for me -- the only problems have been some oddities when setting up a new operating system (some setups overwrite the boot sector requiring reinstallation of SC after the setup) which are well-documented in the manual (as they say in the manual, back up your system before installing new operating systems). System Commander is published by V Communications and is sold retail for about \$70.

The second solution, which I have been

using for about ten months, consists of a hardware "drawer" insert you mount in a 5.25" external bay and a hardware case in which you mount a 3.5" IDE hard drive that you supply. The case slides in and out of the drawer insert, which allows you to rapidly change complete physical hard drives (two minutes to shut down the computer, unlock and remove the current drawer, slide in and lock the new drawer, and go through start up). This arrangement has two main advantages: a) I feel very confident that programs I am testing will not trash production data when the production data drive is disconnected from the computer, b) I can use more test configurations than the limit of 4 primary partitions on a single hard drive. The drawer units are available for IDE or SCSI and cost \$30 from TigerDirect (official name "Removable HDD Rack", part #S190-1001). If you don't already get their catalogs, TigerDirect can be found at [www.tigerdirect.com](http://www.tigerdirect.com).

The third solution, which is interesting if you have installed two drive drawers in your computer, is to use PowerQuest's DriveCopy program to copy the ENTIRE contents of a hard drive (boot sector and all partitions) from one to the other at IDE drive speeds (5GB in 20 minutes). Because DriveCopy only copies from a source drive whose size is less than or equal to that of the target drive, you should mount IDENTICAL drives in the drive drawers so that you can copy back if disaster strikes. DriveCopy runs under DOS and will fit with DOS on a 1.44MB floppy, so that even if your hard drive gets so badly messed up that it won't boot (which happened when I tried to install one of the Windows 98 Betas), you can just boot from the DriveCopy floppy and restore from the copy in 20 minutes. DriveCopy is published by PowerQuest (the PartitionMagic folks) and is sold retail for about \$50.

### Religious leaders and software development

From: William B. Smale [smale002@tc.umn.edu](mailto:smale002@tc.umn.edu)

Between moments of dispensing wisdom, it seems that historical religious leaders spent a great deal of time

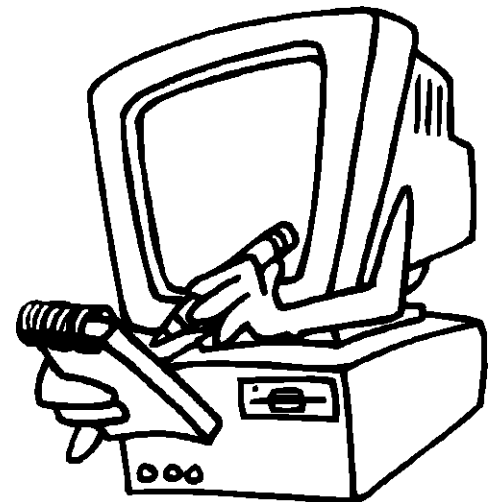
learning software programming. One day, a great contest was held to test their skills. After days and days of fierce typing, only two competitors remained for the last day's event: Jesus and Mohammed.

The judge described the software application required for the final test and gave the signal to start writing code. The two contestants feverishly their keyboards. Routines, classes, applets and applications flew by on their screens at incredible speeds. Windows, dialogs, and other intricate graphics began forming on their computer monitors.

The clock showed that the contest would soon be finished. Suddenly, a bolt of lightning flashed through the heavens -- and the power went out. After a moment it came back on, just in time for the clock to announce that the last competition was finally over. The judge asked the two contestants to reveal their finished software. Mohammed shouted angrily that he'd lost it all in the power outage.

The judge turned to the other competitor. Jesus sat back and smiled, clicked a mouse -- and, suddenly, a dazzling application appeared on his screen. The judge, clearly impressed, declared Jesus the winner.

When asked how he came to his decision, the judge pointed out the unique characteristic that set the winner apart from the other contenders: Jesus saves.



## Chuck Shaleen, Speaker at the ICCA Meeting September 17, 1998

NOREX - Information Technology research and reference resource

By: Gordy Schesel

*Chuck Shaleen* Sales Manager NOREX is a unique consortium of IT departments from over 750 organizations in the U.S. and Canada. We provide our members with a peer network so they can share their "real-world" experiences and help each other avoid "reinventing the wheel", and we also provide alternatives when they need to acquire or dispose of hardware. NOREX is a privately held firm which originated in the Twin Cities in 1980.

## Resources for independent computer contractors

(An E-mail to Ray from Johannes Jilesen of Chancellor & Chancellor, Inc.)

Dear Mr. Ray Giske,

I'm sending this information to you because on the Minnesota ICCA chapter page your name and email address are mentioned as the person to contact. I hope you can help to pass on this information to the other members of your chapter.

From the large amount of positive feedback from contractors that visit our web site, we have what we believe to be a very useful service for the members of your Minnesota ICCA chapter.

Our "Resources for Contractors" webpage is an extensive compilation of links that contractors use as a reference for such subjects as overtime regulations, Tax Compliance issues, Legal and Government, trade associations (including the ICCA), employment law, co-employment, incorporate online, job search, etc.

<http://www.chancellor.com/resources.html>

Another resource page is our "How to find

your own contract and make more money"  
[http://www.chancellor.com/find\\_contract.html](http://www.chancellor.com/find_contract.html)

Our services are explained on the ""You found your own contract. Now what?"

[http://www.chancellor.com/for\\_contractors.html](http://www.chancellor.com/for_contractors.html)

## Hunting Season

From: William B. Smale [smale002@tc.umn.edu](mailto:smale002@tc.umn.edu)

Since hunting season is going strong, I thought this might be appropriate... This was sent in by Kevin Dewinter from somewhere in Cyberspace...

A truck driver hauling a tractor-trailer load of computers stops for a beer. As he approaches the bar he sees a big sign on the door saying:

"NERDS NOT ALLOWED -- ENTER AT YOUR OWN RISK!"

He goes in and sits down. The bartender comes over to him, sniffs, says he smells kind of nerdy, asks him what he does for a living. The truck driver says he drives a truck, and the smell is just from the computers he is hauling. The bartender says OK, truck drivers are not nerds, and serves him a beer.

As he is sipping his beer, a skinny guy walks in with tape around his glasses, a pocket protector with twelve kinds of pens and pencils stashed in his pocket protector, and a belt at least a foot too long. The bartender, without saying a word, pulls out a shotgun and blows the guy away. The truck driver asks him why he did that.

The bartender said not to worry, the nerds are overpopulating the Silicon Valley, and are in season now. You don't even need a license, he said.

So the truck driver finishes his beer, gets back in his truck, and heads back onto the freeway. Suddenly he veers to avoid an accident, and the load shifts. The back door breaks open and computers spill out all over the freeway.

He jumps out and sees a crowd already forming, grabbing up the computers. They are all engineers, accountants and programmers wearing the nerdiest clothes he has ever seen. He can't let them steal his whole load. So remembering what happened in the bar, he pulls out his gun and starts blasting away, felling several of them instantly.

A highway patrol officer comes zooming up and jumps out of the car screaming at him to stop. The truck driver said, "What's wrong? I thought nerds were in season."

"Well, sure," said the patrolman, "But you can't bait 'em."

## TOP TEN NEW JAVA APPS

From: William B. Smale [smale002@tc.umn.edu](mailto:smale002@tc.umn.edu)

Oh, sure, Lotus can make an office suite for Java. That's easy. But here are ten other Java apps that coders are still working on:

10. Quake for Java. The ultimate cross-platform productivity killer.
9. Microsoft Office for Java. Just the same as Office for Windows--but slower and with more bugs!
8. PrintShop Deluxe for Java. Great, until you try to print...
7. Norton Utility for Java. Just one program--the rest are stuck in the sandbox.
6. QuickTime for Java. Cross-platform dancing postage stamps.
5. AOL for Java. Finally addresses the untapped market for AOL on Unix.
4. RhapsaStepaJavaBeOS. Apple and Sun team up to make the ultimate better-than-Windows OS!
3. Solitaire for Java. Microsoft's ultimate Trojan Horse.
2. Windows for Java. Well, why not?
1. Java for Java. Oops...incompatible!

(Continued from page 2)

registered, a corporation could be fined or labeled as unqualified. (x) Have a qualified accountant. (x) A written contract with your client prevents many misunderstandings. It would typically specify at a minimum: payment, hours of work, deliverables, status as non-employee, warranties or lack of warranties, holding each other indemnified, who owns the intellectual property, and termination.

If intellectual property is being developed (1) don't infringe on other peoples' intellectual property (research necessary), (2) have a confidentiality agreement with your client (including client employees), (3) obtain copyrights, trademarks and patent protections as needed, (4) reasonable measures are needed for trade secret protection. This led to an exchange of ideas about mentioning other company's trademarks in our advertising.

Concerning employee relations: have clear, written policies and enforce them uniformly. In these technical environments, get a "non-competition" agreement right away upon employment or upon obtaining a sub-contractor, but any "non-compete" must be reasonable. Employees should also sign confidentiality and assignment of intellectual rights agreements. Mark also received a few questions after the remarks. First he was asked why the IRS would try to characterize us as an employee rather than an independent contractor if we provide services through a corporation and already pay FICA, etc. The answer is that, among other things, if we pay for expenses through our corporation as an independent contractor, such expenses are deducted "above the line" and are excluded from gross income. Expenses for employees, however, are deductible by employees after taxable income is determined, and then only the amount of expenses that exceeds 2.0% of adjusted gross income may be deducted.!

Therefore, if we are treated as employees, there would be less deductions and more taxable income. Second, Mark was asked why it would

make a difference if we were treated as an "S-Corporation" or a "C-Corporation" if we paid all, or substantially all, of the corporation's income out as salary. There would be no "double taxation" on the corporation because there would be no distributions of corporate income. The answer is that salary must be justified as reasonable and the IRS will, and does, try to characterize compensation as unreasonable. If compensation is unreasonable, the IRS would recharacterize the unreasonable portion as a dividend to shareholders and would tax it as such, resulting in "double taxation" with no accompanying corporate deduction. There are other somewhat more technical reasons that C-Corporations are sometimes less desirable for personal service corporations, which our types of businesses may or may not be, including personal holding company issues (which may result in the IRS forcing distributions out of the company) and less favorable tax rates as compared to other corporations (including other C-Corporations that are not personal service corporations). The point of being an S-Corporation is that you do not have to worry about any of the foregoing. However, C-Corporations may be desirable for other reasons, particularly with respect to providing health care and other similar benefit plans. In the end, the best advice is to work closely with your personal tax planner for the option that best meets your needs.

## Blind Golfers

From: "William B. Smale"

A priest, a doctor, and an engineer were waiting one morning for a particularly slow group of golfers.

Engineer: What's with these guys? We must have been waiting for 15 minutes!

Doctor: I don't know but I've never seen such ineptitude!

Priest: Hey, here comes the greens keeper. Let's have a word with him.

Priest: Hi George. Say George, what's with that group ahead of us? They're rather slow aren't they?

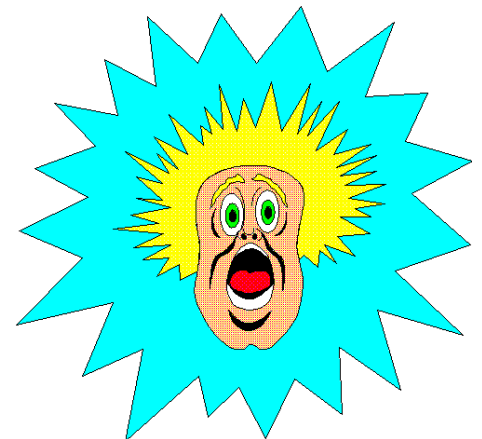
George: Oh yes. That's a group of blind fire fighters. They lost their sight while saving our club house last year. So we let them play here anytime free of charge!

(silence)

Priest: That's so sad. I think I will say a special prayer for them tonight.

Doctor: Good idea. And I'm going to contact my ophthalmologist buddy and see if there's anything he can do for them.

Engineer: Why can't these guys play at night?



### ICCA Training Classes

by Bill McTeer

This article is a followup to Ray's Pretty Good Access Class and musings on possible ICCA-MN classes to come.

Eleven people (nine ICCA members and two spouses) got up on the morning of Saturday, August 29, to learn everything about Microsoft Access that could be covered in four hours. Ray Giske said he managed to cram in most of the material from the Vo-tech classes he teaches in twelve sessions.

I understand there will be other articles in this newsletter that cover the content of the class. As organizer, I got the post-class surveys, so I will summarize them. Almost all the evaluations were in the "excellent" range for both the class and the facilities. There were a few "average" marks on time spent on key points (there wasn't a lot of time to spend on anything) and the advance setup of the computers (there were a few glitches that had to be fixed during breaks). About half the people said the class was just the right speed and about half said it was a bit too fast or too long. Everyone felt the class was a win-win, probably for different reasons.

For myself, I'm convinced that ICCA-MN member-taught classes are a great idea for four major reasons:

1. Getting to know each other in a work/interactive setting, which can feed setting up teams for projects.
2. Learning without the cost of some of the existing classes or seminars. I regularly see "discount" prices of \$500 per day.
3. The opportunity to organize and practice presentations. I don't know about you, but I need to teach every now and then to keep my expert skills up.
4. Social fun. I missed the picnic this year, but this was a pretty good substitute. Well, I still missed seeing everybody's kids.

I'm excited about ICCA-MN having more member-taught classes. The chapter has experts in all sorts of topics. Heaven knows we all have lots to learn (more each day). We currently have good options for facilities -- Ben Moyle is willing to provide space without computers and Computer U can be available if we need computers. I'll be happy to be the organizing agent for a few more classes if we can find matches between supply (instructors) and demand (students).

At Ray's class I asked for interest in other classes and got the following responses: Probably willing to instruct: PostScript Printer Language (McTeer), Firewalls and Network Security (probably with Linux, Wallace), C++ Overview (McTeer), Advanced SQL (Roberts). Interested

in taking: VB or VBA Development, SQL Overview, Oracle Overview.

There may need to be a few guidelines -- I would suggest the following: Classes should be fairly intimate and as hands-on as possible. Class fees should cover reasonable costs of facility and supplies; neither instructors or ICCA-MN should make significant money. Classes are primarily organized for and by members -- members have precedence in filling the available space, although we should allow some flexibility.

So now its up to you. Please let me know by e-mail (wmcteer@mcteersys.com), voice (612-333-4115), or any other method that works, if you have classes you would like to give or take (especially respond to the ones mentioned above). I'll work to organize what I can. It is easiest for me to use e-mail as my primary method for announcing classes and taking reservations, but I'll also announce classes at meetings and in the newsletter (this one wasn't in the newsletter, which was my mistake) and use voice mail where necessary.



Meeting Reservations: Members may phone your reservation to Joan Barnes' office at 257-2570, **by 3:00 PM, Tuesday, September 15, 1998**. Non-members should mail this form to: ICCA Minnesota, c/o Steve Roetzel, 4428 Lakeshore Terrace, Eagan, MN 55122.

Name: \_\_\_\_\_ Company: \_\_\_\_\_  
 Address: \_\_\_\_\_ City: \_\_\_\_\_  
 State: \_\_\_\_\_ Phone: ( ) \_\_\_\_\_

The Lido Italian Buffet

Members \$20 Non-members \$23 x \_\_\_\_\_ = \_\_\_\_\_

Enclosed is a check for: \_\_\_\_\_



# Next Meeting

**Thursday September 17**

NOREX - Information Technology  
research and reference resource

## Italian Market Deli by Lido

**2801 North Snelling Ave  
636-9721 (north of Rosedale)**

Social Hour at 5:30PM  
Dinner at 6:30PM

For reservations call  
Joan Barnes @ 257-2570

## FUTURE MEETINGS

Project Management  
Tues. October 20

### Visitors at the ICCA Minnesota meeting Wednesday August 19, 1998

A hearty welcome to our visitors at the ICCA meeting  
August 19, 1998. We all hope you will visit again  
and become part of our association:

B#####  
Ralph Hopkins



**I** INDEPENDENT  
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