Diversity in NPA

By Jim Belasco, Chair of the NPA 2017, COO of Agile IT

Geographically, the NPA member core is in the United States, but once we push past the 50% mark we find members in Australia, Bangladesh, Bhutan, Canada, Cuba, Ghana, India, Indonesia, Jamaica, Kenya, Liberia, Malaysia, Nigeria, Pakistan, Philippines, Portugal, Qatar, Russian Federation, Rwanda, Singapore, South Africa, Sri Lanka, Switzerland, Uganda, and United Arab Emirates. I am sure there are even more countries represented among our LinkedIn and Facebook followers.

What brings this geographically diverse population to the Network Professional Association? Overwhelmingly it is the desire for community and connection, a resource for professional improvement, and recognition of being part of a long standing ethical association.

When we look at who comprises the NPA membership we find four general groupings or personas:

- Community College/High School/Upper School Students
- College/Tech School
- Accomplished Academia and Professionals
- Fellows of the IT Profession

What we see is the professional progression of someone in the IT field:

- **Interest in basics, learning, positioning one’s self to enter the workforce**;
- **Achieving the academics marks of accomplishment, a college degree and or industry certification**;
- **In the workforce executing on projects, learning and applying new technology advances**;
- **Working management, guiding and influencing direction of strategic plans, being a mentor**.

I encourage the membership to communicate your needs and desires. Atlanta region—a chapter has formed. Chapters are driven and managed by local people offering an opportunity for face-to-face and specialization of focus.

It is my desire that the content of this publication speaks to the interested of our demographics.
In the Event of a Crisis— Business Recovery and Continuity

By Jim Belasco, Chair of the NPA 2017, COO of Agile IT

The are many published resources addressing the need and practice need for effective disaster recovery. Recently Tech Target advertised Data-backup-and-disaster-recovery-made-simple, a guide to DR. But what does it mean to be simple and effective. There are so many aspects of to consider when securing the future of your company. Overall there should be a plan, one that is flexible and expanding. A plan allows your to prepare, to share information, and take action quickly when there is a need. Go to any disaster preparedness web site and read about the general steps to insure safety. We apply these same trains of thought to business and IT.

• Prepare—some level of disaster happens to everyone.
  • Acknowledge disasters happen and begin a written plan.
  • Learn about possible disasters then start the process to avoid or reduce the damage—add the information to your plan.
  • Stock or provision supplies and replacement resources —add the information to your plan.
  • Collect phone numbers and contacts—add to your plan.
  • Run drills to find weakness then shore them up—update your plan.
  • Identify the important players and give them access to the plan.
  • Incorporate redundancies and failover.
  • Consider loss of the ability to perform your business, access your location, or inability for workforce to travel.
  • Include the steps to recover.

• During
  • Act quickly to limit damage.
  • Communicate readily.

• After
  • Commence a structured rebuild and recovery.
  • Understand the stress of recovery—address emotional injuries, too.

Did you consider Fire, earthquake, tsunami, tornado or hurricane, flood, vandals, insider vengeance, physical, mechanical and electronic failures or attacks?

Channel Partners emailed 5 Dangerous BC/DR Disconnects, “More than half of IT respondents said their companies lack effective BC/DC plans” Personal experience has been many companies lack even the basics—a tested data recovery process and physically security for sensitive equipment and data.

Disasters’, failures, mistakes and accidents are all facets of risks to be mitigated.
In your plan you list all the possibilities as you think of them then you can rank and rate them for veracity, disruption, expense (failure and recovery time), etc. Some items you list may best be addressed by an insurance policy having perhaps a high financial cost but a lessor need for quick recovery. Other items deserve a regular action and test for effectiveness—door locks, backup/restore, scans to avoid degradation. Did you add cloud connectivity as a of risk to the business?

What areas of Disaster Recovery should the aspiring individual entering the work force practice?

Start with the basics, begin a log (the seeds of a plan). List the things you practice today. Building security: Keys, who has them; how to replace. Alarm systems, is there a scheduled code change process? Your PC, firewall, threat scans, redundant storage. When was the last time you tested your backup? Read and learn about data security, redundancy, business continuity and recovery.

In college? Coming out of technical school? Looking for a focus, a certification?

If BC/DR is a big appeal to you, consider certification. The Business Continuity Institute (theBCI.org) was established in 1994 to enable individual members to obtain guidance and support from fellow business continuity practitioners. BCM Institute (bcm-institute.org) specializes in ISO 22301 business continuity training as well crisis management, crisis communication and IT DR. The certifications of these institutions qualifies towards the NPA’s CNP designation (cnp.org).

You, out there in the professional work force. It is so important that you protect your job. Practice the best process for your job retention and for the welfare of your co-workers and company. We all have inherent assignments as part of our job descriptions. We have additional obligations assigned to us. Do them, do not change course with out the acknowledgement of your team and managers.

Desk technician, did you validate backup and restore, antivirus, antispam. IT manager, test the restore, maintain the service contracts, prepare for a failure. Programmer/Analyst, is your code protected? Do you call out weakness so hardening can be considered?

Academia, what are you teaching? Do you practice ‘best practices’? Fellows of the IT Profession, how do you mentor others? You have years of experience, a real knowledge of risks. Get that knowledge into the DR plan. Department heads, managers, and “C” officers, buy-in, apply captured knowledge to reduce and mitigate the business risk, your public image, and company moral.

Business Continuity and Disaster Recovery are practical and technical processes to reduce the damages when natural disasters, accidents, and failures occur. Pull-out the current DR plan and improve it, test it. If you need to, start a new plan today.

NPA Announcements

NPA Board of Directors meetings are held the 2nd Tuesday of the month, 5 PM Pacific time. Contact the Chairman for an invitation. Next meeting is January 9, 2017. Candidate volunteers for 2018 welcome.

“IT Go Professional”, starting January 16th then held the 3rd Tuesday of every month, 5 PM Pacific Time, is an open member meeting. Questions get answered about professional directions in IT. Discuss options for sticky situations. Find resources to meet your IT profession needs. Meeting entry information on NPA.org.

Calling All Atlanta Area Network Professionals

Mike Seden has formed a new NPA chapter in Kennesaw Georgia (near Atlanta). Join Mike and local professionals for new local meetings. Next meeting: February 21, 2018 at 7pm.

For more information, contact Mike.
Your Member Benefits
Network Professional Association

Professional Affiliation
NPA membership will help you in your current position as well as assist you when it’s time to advance your career. NPA’s reputation of excellence will benefit you and the relationships you form will be key in your future success.

NPA Chapters, Contacts & Networking
NPA is a quality international organization, attracting network professionals from all over the world. Build your circle of professional contacts — Learn from Others.

Leadership Opportunities
Leadership is a key trait of the successful professional. Build your skills. Serve in a leadership position or on a committee; allow the responsibilities of leadership to also enhance your communication, management, public relations and organizational skills.

Industry Conferences and Education
Member only Web Services
Special savings and discounts – even some for free – Software, Book Resources, Programs

NPA Journal
Published for and produced by NPA members.

Why Professionals Join the NPA:
• To support the ideals of an industry independent professional association working for the good of the network computing (IT) professional.
• To build lasting professional contacts; Associate with people of like mind, desires, and goals.
• To fulfill my desire to build leadership, gain expertise, and mentor. Bring new levels of ethical professionalism to the industry.
• To gain access to programs, benefits, discounts, and opportunities available through the NPA.
• To join as an advocate for improvement, to build the global network computing community.
• To look to opportunities to publish and practice technology skills for career self improvement and to share these with others.
• To participate in recognizing the achievement of remarkable professionals and their positive influence in business and technology.
• To demonstrate a desire to grow as an independent or distinguished professional;
• Making a mark of excellence incorporating the breadth of the professional IT experience.

Visit the NPA website today at www.npa.org

If I could Only Access all Windows 10 Controls in One Place... What’s the Problem?

No problem, create a God Mode folder. Find settings and Control Panel selections in one place.

Create a folder (right click on desktop). Now rename the folder. We are going to use GodMode but replace this with a name your prefer, be sure to preserve the period punctuation and all that follows.

Rename the folder to: GodMode.{ED7BA470-8E54-465E-825C-99712043E01C}

Open the folder and see Settings and Control Panel controls available by category, Administrative tools etc.
Careers: Interviews

Thomas A. Limoncelli, Internationally Recognized Author, Speaker, and System Administrator

By Stephen Ibaraki, Managing partner, REDDS Venture Investment Partners (NPA Director)

Thomas A. Limoncelli is an internationally recognized author, speaker, and system administrator. He is best known for his books Practice of System and Network Administration, Time Management for System Administrators, and The Practice of Cloud System Administration. His first book is cited as inspiring a generation of system administrators. In 2005 he received the Usenix LISA Outstanding Achievement Award. He holds a BA in CS from Drew University and has worked at companies such as Bell Labs, Google and Stack Overflow.

To listen to the interview, click on this MP3 file link

PARTIAL EXTRACTS AND QUOTES FROM THE EXTENSIVE DISCUSSION:

Can you describe your journey and some of the continuing insights you’ve gained from a young age and some of the milestones?

"....I always had a big interest in how things worked and how to build things. This was in the 70’s before computers were a big deal so my parents thought that I would be an architect or some kind of construction worker....I went to Drew University in Madison, NJ. It was small enough that students were able to play an integral role in running the computer center. So I had this rare opportunity to see first-hand how people go through a large multi-million dollar fitting process, dealing with vendors and then dealing with the rollout itself. The students wrote a lot of the software that made the network work and it was really a unique opportunity...."

How did your life change in university? Are there additional milestones and any lessons that you learned that continue to shape your vision into the future?

"....One was building the campus network. Obviously the vendors did the heavy lifting, but students were involved in a lot of the planning, software and education so I learned how to teach. Another formative thing in university was I was involved in a lot of political activism. You can talk and talk and have great ideas, but if you don’t have a way of sharing those ideas then you are just saying it in your own bubble. I learned to be an activist and advocate and I applied those things not just in politics but also in technology...."

You’ve had some interesting roles (such as with Bell Labs, Google and others), can you share some of the lessons from those roles?

(continued Pg 6)
Give Yourself the Gift of Tech Education

Interop ITX 2018 will be Las Vegas April 30—May 2, 2018. This is the Independent Conference for Tech Leaders. Interop ITX combines a trusted Conference program with a vendor-neutral Business Hall and a lot of networking events to boot. We’ll help you fit the pieces of the modern day technology puzzle together.

Careers: Interviews—Thomas A. Limoncelli  (Continued from Page 5)

"...Two of the big lessons I learned at the Labs was how to learn and the importance of always be learning. I also learned that one of the most important questions you can ask is: Why are we doing this....and often we don't pause and ask what problem are we trying to solve?....The other thing I learned at Bell Labs is to stop doing things that don’t work. It sounds like an obvious thing but it's amazing how much we do and how much is done in the world because it’s what we’ve always done....After the Labs I was at a couple of small companies and I guess what I learned there is that I’d rather be at a big company. Then I was at Google for seven years and that was really amazing. I learned a lot. The way to manage a project in ways that are much more aggressive and another thing that Google did was assume success. I’ve been at organizations where success was not assumed so it became okay to not succeed, but if you are not assuming that you are going to succeed then you are going to plan for 5 different outcomes. You are going to plan the success outcome, but you are going to have a backup plan in case things don’t succeed and you are going to do five times as much work....The other lesson I learned at Google was the future is 24/7 - I kind of knew that intuitively but Google is really, really 24/7....The other thing I learned about distributed computing is at Google the economics of distributed computing just seem so much better. It was such a gift to be there when a lot of the early operational aspects around how to keep systems running were being developed, iterated on and improved....The last two and half years I've been at stackoverflow.com. It's a question and answer website and even though it's very large in its impact it's a relatively small shop. What I learned there: I have a UNIX background and Stack Overflow is a mixture of UNIX and Windows, so applying all this stuff that I’ve learned to a Windows environment it's been a unique challenge, as well as just being at such a smaller scale...."

What tips can you share (updated to reflect current and future problems/solutions), from your notable books: "Practice of System and Network Administration", "Time Management for System Administrators" and "The Practice of Cloud System Administration"?

"....My first book was the "Practice of System and Network Administration" that I co-wrote with Christina Hogan (in later editions we added another co-author Strata Chalup). The point of that book was we wanted it to be a general system administration book, but we didn't want it to be technical, we wanted it to be strategic. The themes that run throughout the book are really about people skills.
Careers: Interviews—Thomas A. Limoncelli  

(Continued from Page 6)

and automation and simplicity. I think it’s the first book on system administration that is not technology specific, it’s vendor agnostic and I think that’s what made it special…. The next book that I wrote was "Time Management for System Administrators". It dawned on me that the biggest problem in IT is time management. It’s basically all my coping mechanisms, strategies and it’s also a very short book because I think people who need a book like this can’t read a long book. The take-homes from that book are essentially you need two things to be successful in IT from a personal management point of view: one, is a way to manage the interruptions that are coming in and second, you need a way to organize your work....The third book is: "Practice of Cloud System Administration" which I wrote with Christina Hogan and Strata Chalup and that was an attempt to take all the lessons that I learned from Google and from the DevOps company and try to capture that. Even though we had Cloud in the title it’s not really just a Cloud book....The first half of the book is about the design of large distributed systems and even if it might not be designed yet, you need the vocabulary so that you can talk to the designers. The second half is about operating large complex systems and this was very much what we learned working at Google and other large companies...."

Let’s drill further into your work at Stack Overflow. Can you describe some scenarios you encountered and their solutions and maybe some notable results from your work?

"....Doing those kinds of failovers, either data center failovers, little database master/slave failovers, these are risky things and what I have learned is that if something is risky, you should do it a lot (which is quite radical because a lot of people think if it’s risky, we should avoid it). But in technology a risky process is inherently risky, but a risky procedure is only risky if you don’t do it often enough, so we forced ourselves to do it a lot. We started doing fire drills every other month until we got a lot better at doing these things and each time we did it we found some bugs and we learned lots of problems. The thing we learned was there was only one person who knew how to do a certain procedure so that

Network Professionals as part of NPA support many good efforts around the world. Today we feature:

Casa De Los Pobres, USA

Casa De Los Pobres, USA is a fantastic organization feeding 100’s of families. 100% of every donation goes directly to help the poor in Tijuana, Mexico.

Make Miracles this Christmas: “The man who truly loves God also loves his neighbor.”

Help make Christmas a high point of the year: donate to help the poor and needy.

Find out more and donate online at http://www.casadelospobresusa.com
In your current role, can you comment on some of the useful resources (including all of your current and future books)?

"...One thing I want to say about the books is that the most gratifying results of the book have come from the fans. There are some companies that practice system administration and there are some companies where all new employees get a copy which is quite flattering. I got an email from a woman in Japan who thought that she was the only person in IT that was struggling. And reading this book and the various anecdotes in it she realized that she wasn’t the only one, and she said that she cried and that she was so happy to know that IT can be stressful, but can be so much better...."

Do you have a sense of some of the megatrends that are out there that you think will shape our lives, world, destiny and work?

"...I think the biggest trend happening right now is DevOps which I realize means a lot of different things to different people, but let me give you this definition. It’s rapid release; it’s the ability to go from the developer who is writing code to getting into production very quickly, and instead of one big release once a year, doing weekly, monthly or daily releases so that new features get to users faster, but also there are more opportunities to learn....When you are vertically integrated you can be more dynamic. Being able to manage that dynamically and faster than your competition, you have to be vertically integrated. That’s megatrend number two and a lot of that is enabled by DevOps philosophies and methodologies....I think the third megatrend is having management recognize that every company is now a software company. The only way to beat the competition is to have the best people, and to hire the best people you need to have the best environment that is attractive. It doesn’t just mean having nice cafeteria, it means having the best managers, having an entire management team that is technical and understands software management as well as their own industry...."

Agility is key today with start-ups and launching new products or services within a larger enterprise, and it’s pervasive even in larger enterprise, this start-up mentality. Do you have any recommendations as far as doing innovations within an enterprise or some of the key steps that lead to a successful start-up?

"...Being successful in a start-up is often different than innovating within a big company. I think that the successful start-ups have to be willing to try new things, be willing to pivot a lot, but have that down to not too much. I think a lot of what makes start-ups successful is being first to market and that means being incredibly agile. I think the difference in innovating at a big company is you need to be able to have an environment where you won’t get punished for failures. How do you encourage experimentation and a willingness to try new things?...."
You’ve worked in a variety of environments, in your opinion what are the key attributes or characteristics in individuals and teams that produce winning products and services?

"....I think what makes an operations team successful is they can’t have an oral tradition they have to have a written tradition, so you need to write things down because not everyone on the team can know everything....The second thing is work in small iterations. Don’t try to launch something big....The third thing is infrastructure as code and code as policy. So run code is better than a document - rather than saying we shouldn’t do x, y, z, you should have code that enforces it...."

Do you feel computing should be a recognized profession on par with accounting, medicine and law with demonstrated professional development, adherence to a code of ethics, personal responsibility, public accountability, quality assurance and recognized credentials?

"....That’s a very touchy subject and I’ll admit I’m not sure where I stand because I see that are certain things. Usenix and ACM publish code of conduct, code of ethics kind of documents; I think those things are very important and a profession needs that kind of thing. When you go as far as saying there should be licensing, I’m both in favour and against that. I do think that one problem that I’ve seen is a lot of certifications that are out there are very vendor focused. I’d much rather see vendor-agnostic certifications...."

We are down to our last question and I’m going to give you a couple of choices here. Maybe you can share some stories from all of your travels, speaking and work or maybe there’s a question that you wished I’d asked and then what would be your answer? You choose.

"....I was working at a place and we had an incredibly complicated process which I’ll summarize by saying it was a process involved every time we worked in opening up a new office. My team was involved in just one aspect of that process. We were often the team that was late, didn’t get things done as expected or would run into strange problems. We took a step back and we said why are we having problems? Did we actually know what the process was? The team spent six months documenting just what the actual process was and what we discovered was that our part of the process had 24 steps that involved 15 teams and that’s crazy....I’m very proud of the team because it went from everything based on lore, to data, to code as documentation and policy. It made the whole process work so much better. It was a big effort and it typifies a lot of the projects that I’ve been on. I know that this isn’t a technical system administration technology solution. We didn’t buy a product, we didn’t adopt some new algorithm, this is all about making it work better through tenacious documentation and improvement...."
NPA Job Board

Job Seekers:

The NPA Job Board makes it easy for network professionals to find new employment opportunities. Job seekers can post their resume, browse the job bank, apply for positions, and create job alerts, all for free! The NPA Job Board makes it easy for job seekers to see what positions are out there, and put themselves out to employers.

Create An Account:

In order to access all the features of the NPA site, you first create a personal account on the job board. To create the account, please go here: [http://jobs.npa.org](http://jobs.npa.org). Scroll down to select “Create Jobseeker Account.” Just fill out the fields under the heading “New Users Create an Account”. Once you create an account you will automatically be logged in, and you can immediately start using all the job board features.

Post Your Resume:

Once logged in, you can either upload an existing resume, or you can create one from scratch. Click on the tab towards the top of your page that says “Resumes/Letters”. Once there, you should see two buttons, one for uploading a document, and the other for building your resume online. If you already have a resume in a Word document, click on the upload button. Select your resume, and click on the “Upload” button. Once uploaded, you would just need to fill out a few fields to complete your resume, and you can then save and post it.

If you are building your resume online, just click on the option to “Build Online”. This will take you to a form where you can fill out all of your info, like work history, education, etc. Once you’re done filling out all of the fields, you can click on the “Save Your Resume” button to save and create the resume.

Job Alerts:

Job alerts allow the newest jobs on the job board to come to you! When you create a job alert in your account, you can specify your personal search criteria; when a job is posted to the job board matching that criteria, we send you an email with a link to that job.

Job Search:

If you would like to search the jobs currently on the NPA site, please click on the tab towards the top of your job seeker account page that says “Job Search”. Once there, you should see a list of jobs come up, along with a search field for keywords. You can enter in a keyword, or you can select other search criteria using the tabs at the top of the search box. You can search via location and job function as well. To narrow down your search results when using the keyword function, please try entering your criteria in quotes. If you yield no results, try removing the quotes.

Recent job postings:

- **US CYBERCOM Network Engineer 3/4**
  Northrop Grumman Corporation – Fort Meade, MD, United States
- Instructor-Computing Information Systems
  Hudson Valley Community College
  Troy, NY
- **Network Technician**
  Air Force Federal Credit Union
  San Antonio, TX
- **Broadband System Maintenance Technician**
  Mediacon
  Morris/Benson, MN,
- **Staff Network Operations Engineer**
  General Electric
  Atlanta, AL
- Instructor-Computing Information Systems
  Hudson Valley Community College
  Troy, NY
- **Network & Security Architect**
  Presidio
  Woburn, MA
- **Cyber Network Engineer/Trainer**
  Booz Allen Hamilton
  San Antonio, TX
- **Manager, Network Strategy and Business Planning**
  American Express
  New York, NY
- **IT Manager - Network Systems and Support**
  Great Eastern Resort Management
  McGaheysville, VA
- **Network Engineer/Supervisor**
  City of Santa Maria
  City of Santa Maria, CA
- **Network Administrator**
  HP
  Houston, TX
Employers:

Use the NPA job board to find qualified network professionals! The NPA job board allows employers to post their positions and browse the resume bank on the site.

Create An Account:
In order to access all the features of the NPA site, you must first create an account on the job board. To create the account, please go here: http://jobs.npa.org. Scroll down to select “Create Jobseeker Account.” Just fill out the fields under the heading “New Users Create an Account.” Once you create an account you will automatically be logged in, and you can immediately start using all the job board features.

Post A Job:
If you would like to advertise your position on the NPA job board, please click on the link towards the top of the page that says “Post A Job.” Once there, you can select either the NPA member posting option for $90.00, or the non member option of $195.00; both posting stay on the site for 30 days. Once you select your posting option, just go through the form and fill in the information about your position. There’s no word limit on the posting, so please feel free to make the posting as descriptive as possible! Once you have completed your posting, you will have the option of paying for the ad via credit card, or you can have an invoice issued. Regardless of payment method, the ad should be up and running on the job board within an hour.

Products and Pricing:
If you have more then one position to post, please view the NPA products and pricing page here: http://jobs.npa.org. Scroll down to select “Post A Job.”

NPA has many different posting packages to suit all different types of employers. If you would like to purchase a credit package or a subscription on the NPA site, please do so from the products and pricing page. Once the order is completed, you may then go in and start posting your jobs; there is no delay on those packages so you can start using them immediately.

Resume Bank:
The NPA resume bank is a good way to go in and view the candidates on the job board. Just click on the tab towards the top of your employer page that says “Resume bank”, and you can start viewing the candidates. You can view the resumes for free, and if you see someone you’re interested in, you can send them an email via the NPA job board.

This contact request is issued to the job seeker, and if they want to connect with you, they will release their direct contact information to you. If you make a connect, there is a $35.00 fee.
NPJ Author Reward

The Network Professional Association wants network professionals to expand your professional career... We challenge you to share your valued expertise through publishing...

Lend your deep insights and knowledge about what works and what doesn’t work...

Be an honored invited international contributor and author.

The Network Professional Journal invites you to submit timely articles of publishing quality. Selected articles will be printed with appropriate by-line promoting your professional image. Authors of NPJ published works win $100. You must be an NPA Professional member in good standing and dues current to participate.

All articles must follow the NPA Journal Standards

Articles are accepted for publication from the following categories:

- **CNP – Professionalism**: best practices career ladder
- **Network Computing Technologies**: has breadth in topic; no product specific items; can be philosophical or standards based discussion, technical, technical reference guide; no fluff; maximum 10,000 words.
- **Events**: NPA events, Media events, reviews.
- **Opinions**: Position statements, Lobby efforts, Professional interviews

NPA Standards for Submission Instructions:

- Include Title : Abstract/Executive Summary : Article : Author/Company
- Suggested article size is up to 1000 words (250 words/ per page, 4 pages). For exceptional topics more space may be allowed. NPA may edit for space and suitability.
- Submit in Microsoft Word format; font: 12 point Times New Roman
- Editors reserve the right to edit or reject submissions.

All submissions to be directed to NPJ@npa.org

DEADLINE FOR SUBMISSIONS:

Midnight Pacific Time on the 1st day of:
January, March, May, July, September, November

WINNING SELECTION CRITERIA

- NPA good standing
- Relevancy to the interests of Network Computing Professionals
- Breadth in topic, completeness of discussion
- Composition quality - grammar, flow, design

PUBLISHED AUTHORS RECEIVE $100 CASH (IRS W-9 REQUIRED) OR ONE OF THE FOLLOWING:

- CNP application fee waiver
- CNP recertify fee waiver
- NPA membership renewal fee waiver

(All member/ program requirements must be met.)

NPJ – A publishing service to network professionals.

NPA members author articles relevant to the industry.

Articles accepted after review by and solely at the discretion of the NPJ Editorial Board.

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- Ads will be adjust to fit the space available.
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