

PRESIDENT'S MESSAGE



Lance Turcato
President

Where has the time gone!

Welcome to 2nd Quarter, 1999. The theme for this quarter is Enterprise Security and Controls. On behalf of the Board, I would like to thank KPMG Peat Marwick, Information Risk Management, for sponsoring this quarter (refer to their ad in this newsletter). This quarter offers numerous educational events that I am sure we will all benefit from. Refer to the **Educational Offerings** section of this newsletter for an overview of all the sessions scheduled for this quarter. If you do not have a copy of the **1998/1999 Catalogue of Continuing Education**, please refer to our Web site (www.sfisaca.org) or contact our Education Committee Chairperson (Todd Weinman) to request a copy of the Catalogue.

As with past quarters, our education program for 1st Quarter, 1999, was a major success! Attendance continues to grow and we have received overwhelming positive feedback on our educational offerings. Our Chapter completed many initiatives over the past quarter. The committee reports in this newsletter provide an excellent overview of all of the Chapter's recent accomplishments. A major accomplishment is our membership growth. We currently stand at 364 members – an all time high for the Chapter. Our marketing efforts and all the positive changes we have introduced this year have really paid off. I would like to thank the entire Board of Directors and all of the committee members and other volunteers for their great work.

*Winner of the 1999 ISACA International Newsletter Contest –
Best Chapter Newsletter for Large Chapters in North America*

I also have great news to report regarding our Chapter publications. I was recently notified by ISACA International that our Chapter is the winner of the 1999 ISACA International Newsletter Contest. Our newsletter was selected by an international panel of judges as the “Best Chapter Newsletter for Large Chapters in North America”. This is a great accomplishment! I would like to thank Allison Leeds (www.allisonleeds.com), contract designer, for her excellent work and cooperation in preparing a first-rate quality newsletter. I would also like to thank Shirley Thomas, Bonnie Dallum, and Garren San Julian for their help in developing content for the newsletters. Finally, a special thank you goes to all of the individuals who submitted content for the newsletters and to our sponsors for the financial support that allows us to produce a quality publication. Great work everyone!

We had a few changes in our Board of Directors over the past quarter. Due to personal and work commitments, Georg Wolf and Lisa Soileau found it necessary to resign from the Board. On behalf of the Board, I would like to thank Georg and Lisa for all their great work! Lisa served as Chapter Secretary and helped to restructure our meeting protocol. Georg was instrumental in the success of our 1998 CISA Review Course. Good luck to the both of you!

In January, the Board nominated and elected two individuals to replace Georg and Lisa for the remainder of their terms. The Board unanimously elected Karina Daza to replace Lisa Soileau as Chapter Secretary

PRESIDENT'S MESSAGE – continued

and elected Sumit Kalra to replace Georg Wolf as Director and CISA Coordination Committee Chair. Karina and Sumit have both actively served the Chapter as Student Chapter members in the past. On behalf of the entire Board, I would like to welcome Karina and Sumit!

I would like to highlight another initiative completed by the Board. The Board established a **Chapter Advisory Board** during the past quarter. The purpose of the Advisory Board is to strengthen the Chapter by offering professional expertise and consultation to the Chapter's Board of Directors. Furthermore, the Advisory Board provides recognition to those Chapter members who have served and continue to serve the Chapter beyond membership on the Chapter's Board of Directors. Specific terms and requirements adopted relative to the Advisory Board may be found on the Chapter's Web site at <http://www.sfisaca.org/main/advboard.htm>. Please join me

in congratulating the following individuals for being nominated and invited to serve on the Chapter's Advisory Board:

Robert Abbott	Douglas P. Feil
Arnold Dito	Paul J. Ghelev
Kathryn M. Dodds	Roberta J. Hunter
Charles A. Dormann	Susan O. Snell
Edwin B. Ehr Gott	Richard J. Tuck

In closing, I would like to encourage you to become involved in the continued growth of the Chapter. Serve on our Board or volunteer to assist with committee initiatives. Nominations for the 1999/2000 Chapter elections are currently being accepted. Please contact me directly for more information.

I look forward to seeing each of you at our upcoming events!



Lance M. Turcato, CPA, CISA
President

EDUCATIONAL OFFERINGS



Todd Weinman
Committee Chairperson

April 20, 1999

Luncheon presentation

11:30AM – 2:00PM

Enterprise-wide Security and Control Management Tools

Afternoon seminar

2:00PM – 6:00PM

Audit, Control and Security of Windows NT

May 18, 1999

Luncheon presentation

11:30AM – 2:00PM

Audit, Control and Security of Tivoli TME 10

Afternoon seminar

2:00PM – 6:00PM

Audit, Control and Security of UNIX

June 15, 1999

Luncheon presentation

11:30AM – 2:00PM

Audit, Control and Security of HP Openview

Afternoon seminar

2:00PM – 6:00PM

Audit, Control and Security of Novell Netware

As we come to the conclusion of another quarter of monthly educational offerings for 1998-99, the new educational curriculum continues to be a large success with attendance consistently up over prior years. The vast majority of you also appear to enjoy the ease of being able to register for sessions on our Web site (www.sfisaca.org). While our 1st Quarter, 1999 offerings, *Technology Hot Topics and Trends*, focused on the new, the cutting-edge, the emerging and sometimes the esoteric, our 2nd Quarter, 1999 offerings, *Enterprise Security and Controls*, return to what are for most of us the bread and butter technologies and issues.

Planning and Volunteers

Very soon we will begin the planning process for our educational curriculum for the year 2000. We will start by determining the four quarterly themes and then focus on individual sessions within those themes. In addition, we are considering several potential topics such as *Communication Skills for Auditors* or *Business Continuity Planning* as themes for reasonably priced multi-day seminars. We need your input. Now is your opportunity to share your thoughts and let us know which topics are most important to you. In addition, we are actively seeking volunteers to assist in both the planning and execution of these events. Getting involved with the chapter can be a great way to network as well as a lot of fun.

A Request For Attendees

Please remember to register for our sessions at least a week in advance. For our last two sessions we have had many individuals register at the last minute or not at all. While we will try to accommodate everyone, last minute attendees present a problem as we have to inform the hotel of the number of attendees in advance. While we will continue to try to accommodate everyone, in the future, those who have not registered in advance will have to wait to enter until we have ensured that we have adequate seating for those who have registered in advance. Thank you for your cooperation.

INFORMATION SECURITY WEB SITES

National Security Institute's Security Resource Net

<http://www.nsi.org/compsec.html>

The National Security Institute's Web site features gives you access to an extensive virtual security library including guides, communications and encryption, government standards, internet security, computer security links, and much more.

Computer Emergency Response Team (CERT)

<http://www.cert.org/>

CERT Coordination Center's Web site provides links to security alerts, survivability research, and other resources.

Generic Information Security Audit Work Program

<http://www.sfisaca.org/resources/genaudpgm.htm>

This page includes a comprehensive work program for evaluating information system logical security. This work program is non-platform specific and considers the primary elements of an information security architecture. This work program may be tailored to any platform.

International Computer Security Association (ICSA)

<http://www.icsa.net/library/>

This site has links to resources on authentication, cryptography, general security, malicious code, network security, physical security, and security policy.

Information Security Frequently Asked Questions (FAQ)

<http://www.alw.nih.gov/Security/security-faqs.html>

This Web site contains pointers to FAQs that provide information about computer security topics. The FAQs are divided into general topics and specialized topics.

Gateway to Information Security

<http://securityserver.com/>

The Gateway to Information Security Web site contains thousands of links to Books, Publications, Conferences, Training Seminars, Consulting Services, Discussion Groups, Companies, Products and Miscellaneous Topics associated with Information Security.

Rootshell

<http://www.rootshell.com/beta/index.html>

Rootshell is a site dedicated to making security information freely available to the public in a timely fashion. Rootshell publishes information describing security problems in a wide array of operating systems. Users are able to post information about a problem and any available fixes, and afterwards discuss the issue in question on one of the interactive forums.

The Library of Computer Security Information

<http://www.infosecnews.com/>

This site for security professionals is a library of security information with articles, new products, reviews, tests, the latest news and links to all the leading vendors.

Securityinfo.com

<http://www.securityinfo.com/>

The industry's leading security providers have pooled their expertise and experience to explain how security works, who needs it, and how to assess your own security needs.



www.sfisaca.org

Learn about the San Francisco Chapter

Learn about the CISA certification

Test your skills with our CISA sample test questions

Complete our member survey

Access information regarding ISACA international

Access information regarding our Student Chapters

Register for monthly meetings

Register for seminars

Access information regarding ISACA conferences

Register for the CISA review course

Access our Chapter newsletters and monthly bulletins

Update your membership information (address, phone, E-mail)

Access IS audit, control and security resources

Research employment opportunities

Join a Chapter committee

Learn how you can join ISACA – understand the benefits

Contact Chapter Officers and Directors

Information Security Resources Available on our Chapter's Web Site

Information Security

Windows NT

UNIX

Network/Firewall

Advanced Technologies

SANS Network Security Roadmap

SEEING THE FOREST FOR THE GREEN

Maintaining Perspective of One's Values When Evaluating Career Opportunities

By Todd Weinman, CES

In addition to being on our Board of Directors and the Education Chair, Todd Weinman is an executive recruiter for Lander International, the world's largest full service IS audit resource center. Todd enjoys visiting audit, information security, and consulting departments all over Northern California, and he is in contact on a daily basis with scores of directors, managers and staff level professionals from around the region.

He is also a frequent speaker for ISACA, the IIA and local universities. Todd is a graduate of UC Berkeley and worked in public accounting prior to joining Lander International.

Over the past several years we have experienced a favorable job market unrivaled in recent history. One of the results of this market is that well-qualified job seekers can often find several, if not half a dozen, companies vying for their interest. This presents a particular challenge for the job seeker – how to keep perspective of one's own personal value system in light of monetary temptations.

As a recruiter and career consultant, whenever I start to work with someone new I engage in a thorough discussion of personal value systems, comparing short-term desires and preferences with long-term career goals as well as how the individual's career fits or balances within the larger schema of his or her life.

I am no longer surprised when, the closer we get to the offer stage, eyes get big and focus primarily on the monetary aspects of the opportunity while equally significant factors involved in making a sound career decision earn much less attention. The purpose of this article is to offer some ideas and strategies to assist you in maintaining focus on the big picture, so that you can choose a position that is financially rewarding AND also a good fit from corporate culture and quality of life perspectives.

Start with a blueprint

Your chances of getting the type of career opportunity you desire are significantly better if you understand in advance what is most important to you in a new position.

Create a comprehensive list. This could include things like, but certainly not limited to, philosophy of the department, size, industry and reputation of the company, corporate culture, the primary technologies employed, compensation, commute time, flexibility, typical work week, typical level of pressure or stress, amount and type of travel, the opportunity to work with a wonderful

mentor (or to be one yourself), etc. Once you have created a list, rank the items of importance and understand which of the items are critical factors for you. If you have a family, you may wish to involve them in this process – there's nothing like going through an entire interview process only to find out that the level of travel is not acceptable to your spouse or children.

Creating this list will serve two purposes. First, it will give you a clear idea for which positions you should be interviewing. Most of us don't have time to waste interviewing willy nilly for opportunities that are not a really good fit. Starting with a blueprint helps ensure that you are investing your time and energy efficiently. Second, this blueprint will be an important reference for you when it comes time to weigh and compare potential offers (including counter offers from your current company).

Keep in mind, it is probably unrealistic to achieve everything on your blueprint; the idea is to get as close a match as possible. The amount of time you have for your job search will determine how flexible you need to be. If you are happily employed but have an eye open to something which might be better, you can wait for a very close match. If you are unemployed and running out of funds, you may have to be more flexible. A blueprint will help you maintain perspective either way.

Break down the actual monetary difference

Let's say you are considering two offers, one at Company A for \$85K and one at Company B for \$90K. The difference of \$5K may seem larger than it actually is. First, take taxes out of that \$5K. Depending on your tax rate you may be left with \$2,500 - \$3,000 in after-tax income. Now, spread that figure out over the course of the year. When you break it down you could be talking as little as \$200 a month or \$50 a week. Now ask

yourself if this extra income makes a material difference in your quality of life. For some, the answer to that question may be yes; and obviously, if the two opportunities are weighted equally in other ways, why not take the higher one? But others may find that the extra income will not result in a significant enhancement in quality of life, especially when weighed against other mitigating factors.

Evaluate the opportunity costs

Once you have a clear idea of how much of that difference in salary will actually hit your paycheck and how that affects your quality of life, you now need to evaluate the opportunity costs involved. This is where your initial blueprint can come in handy.

Let's say the position at Company A is close to home and requires little overtime or travel. Company B necessitates a one hour commute and the typical work week is 50-55 hours. Now, if you go back to your list and remember that balance of life and time with your family is a high priority, is that extra \$50 a week worth the costs involved? Some individuals may want to consider breaking it down to an hourly rate. Is that extra \$5K a year worth it if it means that you are making less money on an hourly basis? What about your commute time and cost? How much is that worth to you? You may end up determining that the extra compensation is not worth the costs associated with that position.

Here's another wrinkle. Let's assume the above scenario but add the fact that Company B offers a far more career-enhancing position and that one of your primary goals is to put yourself on an accelerated career path.

In this situation the monetary benefit may not be great enough to offset the opportunity costs, but the opportunity benefit may be more important than both. I am a firm believer that if an

individual focuses on doing the right things for one's career, the money will be there down the road.

About three years ago I introduced a career-minded young man to one of the Big 5 firms. He had been earning \$40K and he received an offer of \$45K. His company then counteroffered with \$50K. This individual had the presence of mind to forgo the initial temptation of the extra \$5K a year from his old company. He is now a manager with that Big 5 firm and he has effectively doubled his salary in three years.

Not only has he done far better financially than he could of had he accepted the counteroffer at his old firm, but he also has a much wider array of career opportunities available to him.

These are just a few simple scenarios that we can examine. For each individual, circumstances will be different and there will likely be many more wrinkles and issue to consider. Moreover, I do not mean to give the impression that one should ignore compensation completely when making career choices. We live in an expensive area and our income fuels our material existence as well as many of the extras we enjoy. In fact, for some individuals working in less enlightened companies, making a career move may be the only way they can catch up and earn a salary commensurate with the market. But using these strategies to maintain perspective will enable you better see the whole picture and to stay on course with your life and career goals as well as your financial ambitions.

ISACA International

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Your E-mail address

If you have not sent your current E-mail address to ISACA International, then please send your address to hlmsa@aol.com to ensure you receive important information electronically.

You may also access our Web site at www.sfisaca.org to update your contact information.

MEMBERSHIP



Hector Massa
Committee Chairperson

The membership count for the San Francisco Chapter as of March 1, 1999, stands at 364 members. Please join me and the SF ISACA Board in welcoming these Chapter members.

December 1998

Heather S. Barloga, CISA, CIA
Crowley Maritime Corp.
Reinstated member

Kathleen M. Diemann
Charles Schwab Inc.

Stacey A. Dolan
Ernst Young LLP

Willie B. Jefferson Jr.
Pacific Telesis Group

Susan Lum
Wells Fargo Bank

Mary Ann McPherson
PricewaterhouseCoopers LLP

Esther L. Silver, CISA, CPA
Charles Schwab Inc.
Reinstated member

Laura K. Slater
Pacific Gas & Electric Co.

James Tanner IV, CISA, CPA
Wells Fargo and Company
Transferred from Austin Chapter

Marlene M. Baer
FDIC
Transferred from Greater Cincinnati Chapter

January 1999

Michael J. Corey, CPA, FLMI
PricewaterhouseCoopers LLP
Transferred from Central Indiana Chapter

Bradley J. Criesi, CISA
Wells Fargo Bank
Transferred from Los Angeles Chapter

Jeremiah Ng
KPMG Peat Marwick
Transferred from Los Angeles Chapter

David W. Turner, Jr., CISA
Pacifica, CA
Transferred from Baton Rouge Chapter

February 1999

Cary Ettinger
Unitech Systems Inc.

Wen Yao Fei
San Francisco

Ilian Petrov Iliev
Ernst & Young, LLP

Rodney C. Lang
Unitech Systems Inc.

Theresa H. Lowe-Chan, CISA
Bank of America
Reinstated member

Jeremiah Ng
KPMG Peat Marwick, LLP

Eva M. Paiva, CISA, CFSA
Wells Fargo Bank
Transfer from New York Metropolitan Chapter

John M. Powers,
MCNE, MCNI
North American Mortgage

Sarah J. Rozner
PricewaterhouseCoopers

Desmond F. Smith
Construction Diagnostics

Gordon F. Steuart
Wells Fargo Bank

Member Milestones

Join the Board of Directors in saluting the following long-term Chapter members:

Members for over 20 Years

Robert Abbott
Douglas Webb
Hector Massa
Arnold Dito
David Durst
John Sheehan
Richard Tuck
Charles Cresson-Wood

Members for over 15 Years

William Davidson
Robert Kimball
Joel Lesser
William Martin
Bruce L. Reid
Kathleen Williams
Ronald Rasch
Kerry G. Elms
Harry Lew
Allen Martin
William T. Tener
Frank Yee
Jerry K. Hill
Kathrerine Ullman

Members for over 10 Years

Ben H. Choi
Marcus A. Jung
Nancy Weisbrook
Eugene Menning Jr.
Paley Pang
Vickie Smith
Guy Anderson
Adam F. Levine
Robert C. Motts
Sharon Tatehara
Ann Y. Lee
I-MEI Chen
Ralph Nefdt

Please contact our Membership Committee Chairperson if you have questions regarding the above information (Hector Massa: hlmsa@aol.com). Keep the Chapter informed of milestones you achieve in your career. Send an overview of your accomplishments and career changes to Shirley Thomas, Newsletter Coordinator (shirleythomas@dtus.com).

ACADEMIC RELATIONS



Edmund Lam
Committee Chairperson

After a very active quarter of assisting San Francisco State University (SFSU) to set up the IT Audit Track in their Accounting Department, our team decided to spend some time within the team to enhance the team structure to better serve our constituents and concentrate on the expanded tasks. Thanks to David Fong and Eleanor Lee, and the new directors Sumit Kalra (former SFSU student chapter President), Karina Daza (current SFSU student chapter President), we are able to set up dedicated teams to support the two campuses that need consultation from the San Francisco ISACA board.

Sumit Kalra and David Fong have volunteered to work with San Francisco State University and student chapter President Karina Daza. William Luk, another director, and Eleanor Lee have volunteered to work with the students at Golden Gate University (GGU) to set up a Student Chapter in GGU. Edmund Lam will work with SFSU and GGU academic departments, and other universities, when needed. This will include setting up the IT Audit Internship programs in major IT Audit organizations in the San Francisco Area. The Team also wants to thank Todd Weinman (Landers) for volunteering to work with the company management teams regarding IT Audit Internship program.

Within the last quarter, we achieved the following milestones:

- Worked with Silicon Valley Chapter to begin the IT Audit curriculum, introduced the San Jose State University Accounting Department leadership team to the Silicon Valley Chapter, and transferred the coordination responsibility to the chapter.
- Worked with the Sacramento Chapter ISACA team and introduced the model curriculum concept to the team.
- Locally, we participated and consulted with San Francisco State University regarding the following:
 - Edmund Lam worked with SFSU Business Information System Department to design the Current Topics course to be taught to the seniors at the University.
 - David Fong presented Integrated Audit Concepts to students.
 - Edmund Lam and Sumit Kalra participated in the “Meet the Affiliate” night at the University to help recruit and meet with students who have interests in IT Audit Curriculum.

- Two students from SFSU attended our February, 1999 education seminars as our guest, and they have demonstrated interest in continuing the successes we have at SFSU Student Chapter.
- Karina Daza attended several events at the University to introduce freshman and sophomore students to the IT Audit Curriculum.
- At Golden Gate University, the team participated in the following:
 - Edmund Lam and Eleanor Lee met with several students who showed interests in setting up a Student Chapter at GGU.
 - Edmund Lam and William Luk also participated in a Joint Session between the students interested in setting the GGU-ISACA and their Computer Club to further discuss the possibility of setting up the GGU-ISACA.
 - Eleanor Lee and William Luk worked with the students to complete an article that will be appearing at the University Newspaper introducing the ISACA Student Chapter.

Students from San Jose State University, another junior college, and representatives from two more organizations also contacted us for information regarding the IT Audit curriculum we set up at SFSU. Edmund Lam also participated in the International Chapter committee to work with them regarding setting up a template to set up a student chapter in a university.

The team met during January, and agreed to support the quality programs at SFSU and GGU before taking on any major tasks including working with another campus. While we all agreed we achieved several milestones, a lot of work remains to be completed. We continue to invite and welcome volunteers to help us. The members of the team will work with a very capable group of members. Please contact Edmund Lam at edmund.lam@ucop.edu.

INTERNATIONAL RECOGNITION FUELS CISA® GROWTH

by Arnold Dito, CISA

In June 1999, nearly 5,000 IS professionals from more than 50 countries will join in the pursuit of one shared goal – passing the rigorous Certified Information Systems Auditor (CISA®) Exam, a crucial step toward attaining CISA certification. Since 1978, the CISA program, sponsored by ISACA, has been recognized as the one international standard of achievement among IS audit, governance, control and assurance professionals. With its focus on knowledge and competencies, the CISA program helps IS professionals refine and communicate their ability to identify and control IS-related risks.

As organizations realize the benefits of encouraging staff to attain expertise in IS governance, control and assurance, the number of CISAs worldwide has continued to grow. As of December 31, 1998, there were 12,175 CISAs. “This achievement is extraordinary considering that the number of CISAs reached 10,000 for the first time ever in December 1996,” said ISACA International President Patrick Stachtchenko, CISA, CA, Deloitte & Touche, Paris, France.

Career Development

According to the recently released IS Audit Benchmarking Study, more than half (55 percent) of the responding organizations internally recognize the attainment of a professional certification, most often with a monetary bonus, promotion, day off with pay, increased responsibilities and written announcements.

Jona Owitti, an ISACA member with Caltex in Nairobi, Kenya, experienced immediate positive career success after passing the CISA exam. “I learned that I passed the CISA exam in the presence of my immediate supervisor,” said Owitti. “He was extremely happy for me. Then a week later he told me I was promoted from audit coordinator to audit manager. I had taken personal vacation time to study for the CISA exam yet it paid off. My CISA certification corroborated my professional competence and helped justify my promotion.”

CISA certification can increase professional compensation levels, too. The IS Audit Benchmarking Study found that CISAs are compensated at a higher rate than non-CISAs. “I have differentiated myself in an office of accountants and have served as a lead-in for our firm’s consulting practice,” said Mike Gillespie, senior manager, KPMG, Ontario, Canada. “This has proved valuable to our firm and me personally.”

CISA the Start of Continual Education

Before being eligible for CISA certification, professionals must pass the CISA exam and have the equivalent of five years of IS audit, control or security experience. To remain certified, CISAs must participate in a continuing education program to ensure their skills are kept current. “CISA certification is an excellent way to demonstrate that an individual is serious about being an information systems auditor; however it should not be considered as an end but only as a beginning,” said Bob Darlington, audit specialist, Canadian Pacific Railway, Toronto.

Evolving Business Environment

Information systems auditing was regarded as an arcane specialization when Perth Chapter President Alex Dermedoglou, CISA, CA, CMA, director, Andros Consulting Pty. Ltd., Perth, Australia, qualified as a chartered accountant. “A chartered accountant cannot provide an effective auditing service without a comprehensive understanding of IS and IS security issues. CISA provides a means of ‘bridging the gap’ from the traditional auditing approach to the current IS-based approach.”

Providing clients with an added level of assurance also is key to Peter J. Griffiths, an auditor in Bahrain. “I work for a large professional services firm and I must provide best practice audit services to my clients. The CISA qualification enables an auditor to gain an understanding of IS audit issues which are pervasive to the audits of most accounting systems. Certification gives more credibility with clients and continuing education means an auditor must keep up to date.”

Given in nine languages at more than 150 locations, the CISA exam will be administered on June 12, 1999. The deadline for registering for the 1999 CISA exam is April 1, 1999.

Many ISACA chapters hold CISA review sessions and the CISA Review Manual and its companion CISA Sample Questions, Answers and Explanations Manual are available for purchase through the ISACA Bookstore (bookstore@isaca.org). Contact certification@isaca.org or call +1.847.590.7474 for further details about CISA certification.

CISA COORDINATION



Sumit Kalra
Committee Chairperson

ISACA International administers registration for the CISA exam scheduled for Saturday, June 12, 1999. To register for the exam, contact ISACA International to obtain registration materials (<http://www.isaca.org/examinfo.htm> – exam registrations must be received prior to April 1st).

This is the last chance for you to sit for the CISA exam during this century. Don't wait another year! The San Francisco Chapter is once again hosting a review course to help you prepare for this year's CISA exam. The review course is designed to help you prepare for the exam using practice problems and in class discussions. Each review session will provide you with the opportunity to discuss the exam and relevant topics with other participants and individuals who have already passed the exam. Furthermore, the course includes a practice exam to provide participants with the opportunity to practice taking a full-length exam. For those of us with very busy schedules, the review course acts as a disciplinary tool. The Chapter's review course has helped many individuals prepare for the CISA exam over the past several years. Don't delay another minute. Sign-up for the exam and the Chapter's review course today!

Refer to the enclosed overview regarding the **1999 CISA Review Course** for more information. If you need further information please contact:

Sumit Kalra
skalra@dtus.com
415-836-5413

Justin Gibson
justin.gibson@us.pwcglobal.com
415-547-3919

Helen Leung
hsleung@pacbell.net
510-446-3100

STUDENT CHAPTER



Karina Daza
Student Chapter President, SFSU

New Curriculum

It was exciting to start the semester with a new curriculum at San Francisco State University. I have had the opportunity to meet many students that are interested in pursuing the new concentration "Information Technology Audit" in the Business Administration Bachelor of Science degree.

First Event

I am happy to report that Information System Audit Control Association's (ISACA) student chapter's first event had a great turn out! David Fong, ETS Manager, from Charles Schwab & Co., Inc. gave a presentation on Integrated Auditing that focused on IT auditors. There were approximately 40 students and faculty that attended the workshop to hear about the latest trends in Integrated Auditing. Students found out what skills are the most useful, how to take advantage of opportunities, and how to prepare for the competitive market. Thank you David!

ISACA's student chapter works closely with the Accounting Students Organization (ASO) at San Francisco State University. Thank you Wayne Ho, Amelia Cojuangco, Theresa Zhou, Daryll Santuray, Susan Quan, Phillip Guan, Claudia Rodriguez, Win Jain Chu, and Jim Ertola for your support.

Scholarships

Thanks to Lance Turcato, Edmund Lam, and the SF ISACA Board two scholarships, CISA and Educational Seminars, are given out each year to students interested in pursuing a career in IT Audit.

Upcoming Project

The ISACA student chapter plans to set-up its' own Web site to facilitate communication and information for students who are interested in the profession.

WORKING EFFECTIVELY WITH RECRUITERS

By Sandy Geffner

Sandy Geffner is a former IS Audit Director and Manager who is currently President of Valacon, Inc., a professional search firm specializing in IS Audit. He has passed the CISA and CPA examinations, and his article, "Introduction to Auditing Microcomputers", was published by Auerbach. Sandy is very active in ISACA, serving on the Board of the Los Angeles Chapter and Co-Chair of the 1995 International Conference.

In dynamic job markets like the one we are currently experiencing, recruiters play a very active role in facilitating the connection between companies and candidates. In hot markets, candidates often have the opportunity to decide among multiple opportunities, and companies frequently have a difficult time identifying and attracting potential candidates. Both groups can benefit from the interaction of a high-caliber recruiter.

Unfortunately, two factors work against this potentially useful relationship. The first is that many of the high volume, 'paper pushers' who left the profession during the recession have returned, and more 'sales' people are joining them. Thus, it becomes ever harder to find value-added, quality recruiters. The second factor is that the strategy of working with and establishing a relationship with a recruiter is never covered in training – neither in college classes nor in continuing education. Thus, many people have never established a solid relationship with a recruiter.

Good recruiters should provide service above all. This includes:

- Resume review
- Information beyond the obvious (very tough if they have not personally spoken with the company and candidate)
- Screening
- Interview preparation

Recruiters should be a source for information exchange both ways: feedback, additional information, intermediary, and help with negotiation. They should obtain references and verifications upon request.

Since there are hordes of recruiters and few good ones, how can companies and candidates find the qualified ones? One way is through referrals from others who have used a recruiter and found him/her valuable. (Similarly, ask about which recruiters should be avoided.) Another way is to screen the recruiters you come across.

Ask the recruiters about their background:

- Were they ever in I.S. Audit? If not, how did they acquire the understanding to evaluate a candidate's skills and assess a company's opportunities and needs.
- How long have they been recruiting?
- Do they specialize in I.S. Audit? Often, recruiters who place Financial/Operational Auditors do not possess the additional knowledge required to properly place I.S. Auditors. What percentage of their placements are I.S. Auditors?
- Do they do splits (i.e., do they share candidates and/or opportunities with other recruiters)? When recruiters share with others, it often means they are presenting candidates with opportunities they don't really know about, or they are presenting clients with candidates they don't know. It's hard to get a proper match under normal circumstances, and when half of the equation is a blank, the odds diminish significantly.
- Companies should ask recruiters about their prior placement track record with the company or within the industry.

One key determinant is to observe the questions the recruiter asks. If a recruiter doesn't take the time to understand a company's environment, needs, opportunity, and critical factors, how will he/she be able to properly screen candidates? They may be able to send resumes, but who wants piles of mismatches that just waste everyone's time. Similarly, if the recruiter doesn't ask a candidate enough questions to have a proper sense of their skills, abilities, and desires, how will they be able to properly match opportunities? 'Sales' recruiters don't care. They plan to hard sell the candidates into looking at whatever opportunity they are working on, and information only gets in the way.

Since there are many unscrupulous recruiters out there, how can candidates protect themselves?

- Avoid firms that don't provide details (commonly a problem with those who do lots of 'splits' or lack I.S. Audit experience). If a firm does not present specifics of the opportunity, including the backgrounds of the interviewers and the direction of the department, they are not adding value. Did they provide the name of the company before presenting you? Poor recruiters often present an opportunity as 'A large financial services company in the Bay Area'. They are then free to send your resume to the immediate world whether or not you are interested. Once a company expresses interest, they will push you to go to the interview regardless of how little it matches your expressed desires.
- Have an explicit agreement not to send your resume without PRIOR specific authorization, each time. Drop any firm that sends your resume anywhere without your explicit approval. If a recruiter doesn't ask you for permission and sends your resume to a company that already has received it from another recruiter, it can only hurt your chances. The company may not want to get into a 'turf' war among recruiters, and they may just drop you. Alternatively, if they receive your resume from multiple recruiters, they may wonder about the quality and direction of your job search.

Similarly, how can companies protect themselves from recruiters who waste their time and money?

- Avoid firms that don't provide details about the candidates. If a firm is unable to provide specifics about the candidates' backgrounds, skills, motivations and desires, how did they determine the candidate was a match and truly interested in pursuing the opportunity?
- Encourage search firms to be value added. Avoid search firms with a low success ratio – those who inundate you with lots of resumes, few of which are anywhere close to what you need, or those who send resumes that match but, when all is said and done, almost never results in a hire.

- Avoid multiple representations. Many 'paper mills' are encouraged to send in every resume they can regardless of a candidate's interest or skills because the company only recognizes the first resume presented. A lot of time is wasted because recruiters send in resumes without permission, obtain a company's interest, and push the candidate to look. After the company completes interviews and proceeds towards an offer, they find the candidate is not interested. To encourage proper ethics and screening, companies should, when there is a dispute about who represented the candidate, accept the one from the firm the candidate indicates he/she has authorized. This will eliminate the incentive for search firms to 'throw resumes against the wall'.
- Assess the 'technical' expertise of the recruiter/firm
 - Do they understand your environment
 - Do they understand your needs and what you have to offer
 - Do they have the expertise to screen the candidates

When to use a recruiter:

- Company
 - No internal candidates
 - Need skills beyond the entry level
 - Prior difficulty finding the 'right' match
 - Ads generate volumes or don't generate much or aren't cost effective
 - Time or confidentiality is an issue
 - Quality is an issue, and you want to attract people who aren't looking or who won't respond to an ad
- Candidate
 - Limited opportunity/future with current company
 - To stay abreast of the market
 - When ads (newspaper or Internet) don't tell you enough

- When the positions you want are not advertised
- You have special interests
- **Before** you need to

When not to use a recruiter:

- Company
 - Specific skills unnecessary
 - No problem attracting and hiring qualified candidates
- Candidate
 - No problem finding appropriate opportunities and obtaining necessary information
 - When the recruiter doesn't add value (e.g., poor reliability, lack of integrity, limited information, etc.)

Companies and candidates are well served by establishing and maintaining a long-term relationship with a few good recruiters. They should be able to provide better coverage than working with dozens. If they can't, they aren't the right ones. I.S. Audit is a relatively small community, and good ones cover a wide path. Candidates should establish a good relationship before it is needed.

Determine whether the recruiter is only interested in an immediate placement or is looking out for your long-term career interests. If you are not sure about a recruiter or search firm, ask for references.

In conclusion, recruiters can be a valuable source and resource if used properly. However, it is up to you to manage the process. Only work with recruiters and search firms that add value, have integrity, and provide service.

CAREER DEVELOPMENT

A Great Career Tool: The Informational Interview

By Richard Tuck
CES, CPC, CIPC

Richard Tuck is president and founder of Lander International. He has written over 100 articles on career planning and has been a featured speaker at over 500 conferences. In his spare time he helps run a circus.

Over the course of two decades as an executive recruiter, I am proud to say I have developed several career development tools that have made a big difference in helping people achieve their career goals. My single most successful accomplishment, by far, has been developing the art of the informational interview. I first focused on developing this concept because I had seen too many very intelligent people at one time or another make a major career mistake. Usually the mistake took the form of a job seeker going to work for a company where he or she was ultimately a misfit. Or sometimes job seekers found that they had been oversold on their new jobs, and, once they had started the new positions, the reality did not live up to their expectations.

One creative way around such mistakes is to take the time to go on informational interviews. My definition of an "Informational Interview" is a little different than what the words by themselves imply. To me an effective informational interview is an informal meeting between you and a person at a company where you would like to get more information. Such an interview might or might not be at a company where you have any desire to go to work. The informal meeting is usually over a meal and is often off company premises.

The person from the other company should either be your peer or a person above your level. It is critical that this person be as unbiased as possible and not have a strong vested interest in your ever being hired. For this reason an informational interview NEVER involves human resources people.

The purpose of an informational interview is to give all parties a chance to meet and get to know each other in a less structured format than a job interview. The rules of the meeting are that it should stay informal and be totally honest. The purpose of the meeting is to share information, not to give or receive a sales pitch. Questions that in any way resemble standard personnel interview questions are out of place. You never bring a resume with you. In fact the best informational interviews are those that you set up when you are not on the job market, but rather when you are curious to know what other companies are doing.

I personally believe that a good career move involves a candidate for a position landing an offer from a department where there is an excellent fit of corporate culture, technical challenge and personality. I believe that there must also be a match of values and beliefs on the part of the candidate and the key people in the new company. An informational interview allows much more free flow of information back and forth. The person requesting the informational interview usually asks lots of questions, many of which would be taboo in a formal interview. It is a chance to ask the kinds of questions you always wished you could ask before accepting a job offer – questions such as "How did the department decide on the particular reporting structure it has adopted? How happy are people working in this department? What are the department's greatest challenges? When people have quit this company, what reasons have they given? What other companies have former employees gone to work for?"

Sometimes informational interviews are not entirely successful. One problem that sometimes arises is when one person turns out to not be able to maintain an unbiased posture. This is especially prevalent when there is a position open in the company where one of the parties is from and that individual starts to give a sales pitch about the company and the department, highlighting only the good aspects instead of presenting a balanced picture. And sometimes the person who has requested the informational interview forgets the purpose of the meeting and suddenly starts acting like a candidate seeking a job. It is important that everyone be clear on their expectations upfront.

Some of the wonderful results of informational interviews are amazing:

- People get a chance to network with new acquaintances and share meaningful information. Many long term friendships have initially been formed over informational interviews.
- You can painlessly discover enough about a company or department to rule them off your list of places where you might someday want to seek employment – some people who freeze up and don't present themselves well on formal interviews have found a new forum with more honesty and less pressure.

Sometimes an informational interview can lead directly to a job offer, but it is rare. Usually if the candidate determines he or she has an interest in talking further with the company, the usual formal interview must still be arranged. But now, at least you feel you already have a friend on the inside of the organization, which makes the entire interview process that much easier.

CALENDAR OF UPCOMING EVENTS

Date	Event	Place	Reference
April 20, 1999	ISACA Luncheon Presentation and Afternoon Seminar	San Francisco, California	www.sfisaca.org
April 21–23, 1999	1999 CPM Conference, Embracing Continuity and All That Jazz!	New Orleans	www.contingencyplanexpo.com
May 2–6, 1999	North America CACS '99	Orlando, Florida	www.isaca.org/conf1.htm
May 4–7, 1999	Oceania CACS '99	Melbourne, Australia	www.isaca.org/conf1.htm
May 18, 1999	ISACA Luncheon Presentation and Afternoon Seminar	San Francisco, California	www.sfisaca.org
June 12, 1999	CISA Examination		www.sfisaca.org/cisa/index.htm
June 15, 1999	ISACA Luncheon Presentation and Afternoon Seminar	San Francisco, California	www.sfisaca.org
July 11–14, 1999	The International Conference	Denver, Colorado	www.isaca.org/conf1.htm
September 20–22, 1999	Asia-Pacific CACS '99	Taipei, Taiwan	www.isaca.org/conf1.htm
October 10–13, 1999	Latin America CACS '99	Montevideo, Uruguay	www.isaca.org/conf1.htm

ANNOUNCEMENTS

Refer A New Member – Receive A Free Gift

Take advantage of the Chapter's *New Member Referral Program*. Chapter members who refer an individual who joins ISACA – San Francisco Chapter will receive a free gift (gift will be delivered to the referring member after payment for the new membership has been received and processed by ISACA International). Don't miss an opportunity to help your colleagues keep abreast of developments in IS audit, security and control. Encourage your colleagues and friends to join ISACA today! For more information or to submit your referral to the *New Member Referral Program*, please send our Membership Committee Chairperson, Hector Massa (hlmsa@aol.com), the name, address, phone number, and email address for the individual being referred.

CISA Item Writing Program

In order to continue to offer an examination that measures a candidate's knowledge of current audit, security and control practices, new questions are regularly required for the CISA Examination. Questions are sought from experienced practitioners who can develop items that relate to the application of sound audit principles and practices. Continuing education hours and cash payments are offered as incentive to question writers. If you are interested in participating in the CISA Item Writing Program, please request information about the program from ISACA International, Certification Department (certification@isaca.org).

Call For Nominations

Would you like to be part of the team that is moving the San Francisco Chapter into the next millennium? Now is the time to take action and help your Chapter to continue to grow into the year 2000 and beyond. The Chapter is now accepting nominations for the 1999/2000 Chapter year. The following positions will be filled through a formal election in late spring, 1999: President, 1st Vice President, 2nd Vice President, Secretary, Treasurer, Director (four of seven Directors to be elected). Officers serve one-year terms and Directors serve two-year terms; commencing in July.

Serving on the board is a great way to network with other professionals and to gain exposure in the IT audit and security profession. If you are interested in participating as an officer or director or if you would like to nominate another member, please send the name, address, phone number, and email address for the proposed nominee to our Nominations Committee using the Chapter address on the back of this newsletter. You may also send this information via email to our Chapter President, Lance Turcato at lance.turcato@schwab.com. If you have questions or would like further information about opportunities on our Board, please visit our Web site or contact Lance Turcato at 415-636-1261.

WHY INCLUDE AUDIT DURING AN ERP IMPLEMENTATION?

By Erin Andrews and JJ Shappell

Many organizations are turning to Enterprise Resource Planning (ERP) applications to solve their complex business needs in one integrated solution. ERP applications provide an integrated suite that encompasses a diverse business functionality including operational, financial, administrative, and industry specific functionality such as the retail or energy solutions. In addition to the standard functionality provided in ERP applications, modifications can also be made to meet organizational specific requirements. The introduction of a new system and the ability to customize these applications present new risks to an organization.

Since information within an ERP application is fully integrated and shares the same standing data, proper business process controls and the need for data integrity becomes more critical to an organization. ERP applications have their own application security in a client server or mainframe environment. Network, operating system, database and desktop controls are an important aspect of a controlled ERP environment. ERP applications often interface with other applications, which add another layer of complexity requiring controls. A comprehensive business continuity plan to address each of these areas helps ensure that controls are maintained during business interruptions and that back-up systems are secure.

The risks associated with an ERP implementation including, organizational, technological, and industry specific requirements should be included in an organization's risk assessment. The project team and the organization can use a risk assessment to determine how these risks will be mitigated. Auditors can help an organization assess these risks.

Traditionally, auditors have been involved only after an ERP application and the new control environment have been implemented. Post implementation audits have often resulted in audit comments that are difficult and potentially more costly to implement than incorporating the control requirements into the initial design.

Waiting to review the ERP controls after go-live may expose the organization to risks that could have been avoided, can result in immediate financial loss, and may negatively impact an organization's public relations. Re-training users, misstated financial statements, and business interruptions are examples of costly impacts to the organization and shareholder community that can be mitigated by incorporating controls in the implementation.

During an ERP implementation, decisions are made which can impact the control environment. Incorporating controls throughout the implementation can help

mitigate costs to an organization over time. Global, statutory and regulatory risk implementations should be considered in the design to mitigate costly fixes in the future.

Understanding the risks associated with the ERP environment, a team dedicated to addressing these risks helps ensure that proper control implications are considered when design decisions are made. A control team consisting should consist of a variety of skills including familiarity with data conversion and interface controls, segregation of duties conflicts, technical security, ERP application security, audit requirements, and business process controls including operational, financial and administrative procedures of an organization. Control teams familiar with the concepts of controls in an integrated system can assist team members and the organization incorporate security and control best practices.

Controls work during the project helps bring awareness of the risks involved and the importance of controls to the project team and the organization as a whole. Having a controls team on the implementation helps an organization's steering committee, audit committee, auditors, and senior management understand the risks and mitigating controls in the new ERP environment.

Working with the implementation and training teams, a control team can incorporate security and controls best practices into the training curriculum for new users. This training curriculum can benefit the organization through reduced retraining costs and results in a more control focused user community. A well-controlled environment helps reduce the risks and the potentially costly consequences and allows an organization to better focus on their core business requirements.

Before, to get at your most confidential information, it took a pneumatic drill, a few sticks of dynamite and a crowbar. Today, it just takes a computer.



That's why you need Information Risk Management. It helps you identify risk and, more important, helps you remove it. Call Gary Riske at 415-951-7589.



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1999 CISA Review Course

Course Objectives

This review course is designed to assist candidates in preparing for the CISA Examination to be held on Saturday, June 12.

The five, four-hour review sessions will be taught by professional IS audit, control and security professionals and will include lectures, practice questions and exams, and classroom discussions.

CISA Coordination Committee

Questions regarding the review course or the CISA examination should be directed to the CISA Coordination Committee:

Sumit Kalra (CISA Coordination Committee Chair)
skalra@dtus.com
415-836-5413

Justin Gibson (CISA Review Assistant Coordinator)
justin.gibson@us.pwcglobal.com
415-547-3919

Helen Leung (CISA Review Assistant Coordinator)
hseung@pacbell.net
510-446-3100

CISA Exam Registration

The International Chapter of the Information Systems Audit & Control Association administers registration for the CISA examination. To register for the exam contact ISACA International to obtain registration materials (Web: www.isaca.org; E-mail: certification@isaca.org). NOTE: Exam registration must be completed by April 1st.

Course Schedule

- Domain 1:** Overview of CISA Exam;
IS Audit Standards & Control Practices
April 24 (8:00am - 12:30pm)
- Domain 2:** IS Organization & Management
May 1 (8:00am - 12:30pm)
- Domain 3:** IS Process
May 8 (8:00am - 12:30pm)
- Domain 4:** IS Integrity, Confidentiality, and Availability
May 15 (8:00am - 12:30pm)
- Domain 5:** IS Systems Software Development,
Acquisition, and Maintenance
May 22 (8:00am - 12:30pm)
- No Class:** (Holiday) Memorial Day Weekend, May 29
- Practice Exam:** June 5 (8:00am - 12:00pm)

Course Materials

Order the following manuals directly from ISACA International:

- CISA Review Technical Information Manual
- CISA Review Questions, Answers & Explanations Manual
- CISA Review Questions, Answers & Explanations Manual – 1999 Supplement
- Auditing & Systems (8th Edition) by Gleim Publications

Pricing and ordering information regarding the above manuals may be obtained directly from the ISACA International Bookstore (847-253-1545, ext. 401 or http://www.isaca.org/bk_cisa.htm).

Course Time & Location

Time

8:00am to approximately 12:30pm each Saturday

Location

SFSU Downtown Center
425 Market Street (at Fremont)
Downtown San Francisco
Room location: signs will be posted in lobby

Transportation

BART: Embarcadero Station

Parking:

- Parking lot located on Fremont between Howard and Folsom (\$2 / day)
- Garage located at 50 Fremont (\$6 / day)

Course Fees

ISACA Members: \$150

Non-members: \$315 (includes one year ISACA membership)

Repeat Students: No fee. It is our policy to permit any CISA Review Course participants who do not pass the CISA exam to attend the following year's CISA Review Course at no cost, other than the cost of books and study materials.

Application

Reserve Your Seat Today!

To register for the CISA Review Course, visit our Web site at www.sfisaca.org or complete the following application:

Name _____ Membership number _____
Title _____ Organization _____
Street address _____ City _____
State _____ ZIP code _____ Work phone _____ Home phone _____
Fax _____ E-mail _____

CISA Recognition Luncheon

The San Francisco Chapter recognizes candidates who successfully pass the CISA examination by hosting a recognition luncheon following the announcement of the CISA exam results (this luncheon is typically held during the September Chapter meeting). We offer successful candidates the opportunity to invite their immediate supervisor or audit director to the luncheon. If you would like your supervisor to be invited to the recognition luncheon, please indicate so below and supply the requested information (Note: supervisors will only be contacted if you pass the exam).

Would you like us to invite your supervisor to the Recognition Luncheon?

Yes No

If 'Yes', supply the following information for your supervisor:

Name _____ Membership number _____
Title _____ Organization _____
Street address _____ City _____
State _____ ZIP code _____ Work phone _____ Home phone _____
Fax _____ E-mail _____

Payment Information

The fees charged for the review course are based upon each students ISACA membership status (Note: the non-member rate includes the fee for a one year membership).

Check One:

Member (\$150) Non-Member (\$315)

To complete the registration process, you must send your payment along with this completed application form to:

San Francisco ISACA Chapter
Attn: CISA Review Registration
PO Box 26675
San Francisco, CA 94126

Checks and money orders should be made payable to the SF ISACA Chapter. Please do not send cash. Credit cards are not accepted.