



## THE AACE® INTERNATIONAL

# 2018 Slate of Candidates

Included here is the slate of candidates for the 2018 AACE International Board of Directors election. Guidelines allow candidates to have posted a biography and goals/objectives for their respective offices. Annual AACE International elections are conducted electronically from Feb. 1 through 4 p.m. on March 15.

### **CAMPAIGNING IS PROHIBITED**

The Board of Directors recognizes that the professional reputation and experience of candidates for Association office are ample testimony to their qualifications and ability to serve. Further, it is believed that these credentials do not need amplification and that campaigning for office by, or on behalf of, candidates is unnecessary, undesirable, and unprofessional.

After nomination, campaigning is defined as organized oral or written solicitation of votes or support, either by a candidate, or by an individual member or section, on behalf of a candidate. A proven violation of this policy shall be considered as prejudicial to the best interests of the Association and a breach of professional ethics. Such conduct will be subject to disciplinary action as provided for in the Association Bylaws. Further, a proven violation(s) of this policy by an aspirant to office, after due hearing in accord with the Bylaws, shall disqualify said individual from holding Association office.

The AACE International Canons of Ethics also states that, “Members will not campaign, solicit support, or otherwise coerce other cost professionals to support their candidacy or the candidacy of a colleague for elective office in a technical association.”

### **TO VOTE, MEMBERS MUST CAST A BALLOT ELECTRONICALLY ON OR BEFORE 4 P.M. EASTERN U.S. TIME ON MARCH 15**

Election of officers and directors will be by use of an electronic ballot. The official election ballot for officers will be posted and available to each member and associate member on February 1, 2018.

Members will link to the voting site from the AACE website homepage. Once at the site, members will use their member ID and password to access the ballot and vote. A six digit ID is required. If your AACE ID number does not include six numbers, just add zeros in front of the ID to make it a six digit ID.

Each voter shall properly signify on the ballot the voter’s choice for the various officers. A security feature of the electronic voting system allows members and associate members to vote only once. A voter can print out a receipt that will include an individual verification number as proof of having voted.

For election of Directors-Region(s), these candidates will be listed as a continuing or additional page for members or associate members in the regions electing candidates during the 2018 election. Each voter shall properly signify on the ballot the voter’s choice for the director.

Any member or associate member with questions or other concerns is asked to contact Headquarters for assistance.

Voting will end as of 4 p.m. eastern US time on March 15, 2018. The electronic system will block any voter from casting a ballot after 4 p.m. on March 15, 2018.

# PRESIDENT-ELECT

VOTE FOR ONE OF TWO



## **DOUGLAS W. LEO, CCP CEP FAACE HON. LIFE**

Douglas W. Leo, CCP CEP FAACE Hon. Life, is the Senior Estimating Manager at Value Management Strategies Inc. (VMS). Doug holds a MBA from Rochester Institute of Technology in international business. He has over 30+ years experience with an emphasis in total cost management, project estimating,

and project consulting both from the prospective of the owner, engineering, construction industries and public sector. Since becoming a member of AACE International in 1993, Doug has become active in AACE International related activities. He has held elected office at the association level, been active in standing AACE committees, taught AACE sponsored courses, written papers and presented at Annual Meetings, been an active member of AACE taskforces, edited PPGs, contributed to RPs and been highly involved at the section level. Doug is certified as a Certified Cost Professional, AACE Intl. (1998), Certified Estimating Professional, AACE Intl (2008), and Fellow, AACE Intl. (2011). Doug has been awarded the AACE Intl. Honorary Life Membership 2016, AACE Intl. Outstanding Technical Subcommittee Chair 2015, and AACE Intl. Brian D. Dunfield Educational Service Award. 2015. He is the Chair of the Estimating Committee (since 2000), Chair of the Constitution and Bylaws Committee (since 2004), Member of the Ethics Committee (2017), was a member of the Certified Estimating Professional Task Force (2006-2008), elected Director of Region 2 (2003, 2004) and a three time elected Genesee Valley Section President. Doug is currently a member of the Kansas City Section.

### **GOALS AND OBJECTIVES:**

As President of AACE International, I would:

- Actively support, strengthen and promote our Technical, Education and Certification Boards. Our technical and education products along with our certification programs are
- the life blood of our members and help build up the require cost engineering toolboxes that we bring to our employers, clients and project teams.
- Support, strengthen and promote our mentoring programs. I believe that it is the Association's duty to provide a mechanism that shares the depth of knowledge of our senior members with our newest members.
- Continue to provide support and resources to our Sections to allow them to best understand the AACE International technical products and certification programs and share this information with the members at the Section level.
- Continue and expand our presence internationally. As the world economy continues to expand, the need for our Association members to bring Total Cost Management principles to owners, clients, employers, and project teams worldwide, is expanding exponentially and AACE International must be in the forefront.
- I bring a commitment to support and provide the amazing AACE International headquarters staff with the tools necessary to deliver the levels of service that we have come to expect from them.



## **SEAN T. REGAN, CCP CEP EVP FAACE**

Sean T. Regan, CCP CEP EVP FAACE, has 30 years of experience in planning, scheduling, estimating, cost engineering, contracts and Total Quality Management (TQM). He has worked as a project controls supervisor, project controls manager, superintendent, contract administrator and project manager.

Mr. Regan has a proven record of excellence in achieving goals for project teams and clients in in the Middle East, North Africa, Eastern Europe, and the former Soviet Union. Mr. Regan is also experienced in implementing PM and construction control systems for facilities, telecommunications, power, infrastructure, nuclear, and petrochemical projects. Mr. Regan has experience with DTRA/DCMA/FAR, IMF, World Bank, EBRD, and Asian Bank polices and tendering in support of projects. He also is an active member, author and presenter for AACE, PMI, ACostE, ICEC, ACCE, and the Project Controls Guild. Mr. Regan has presented to over 5,000 people on 5 continents and over 50 countries on project controls, international TCM, and skills and knowledge. An active member of the international communities and supportive of programs working with the US, UK, and Canadian governments, and the European Union. Including courses on CCP, CEP, EVP, PSP, CST, CCT, DRMP at introduction to expert level.

### **GOALS AND OBJECTIVES:**

My overall goal and objective is that AACE needs to continue even more aggressively on the international market on the spreading of the greatest secret in the industry – AACE. This will come from cooperation with international associations and an increased international branding and translation strategy. This will be accomplished by:

- Strengthening the international recognition and appearance of the Association.
- Working directly with RD and local sections to strengthen the membership and financial solvency of the sections.
- Meet with maximum amount of sections and support regional conferences.
- Maximize the potential of the volunteer groups by streamlining redundancy.
- Establish reasonable metrics which will increase growth based upon geographical conditions, not just numbers.
- Increase team building and diversity among membership.
- Work with key associations that support AACE or can be supported in a joint venture position.
- Review of best international practices and align AACE future visions in accordance to these.
- Review that the associate boards practices and standards are in accordance to the future visions, such as new certifications, online practices, training and technology.
- Acceleration of translation by working in strengthening programs such as COMP, AEP and government entities inclusive of grants and donations.

# VP-FINANCE

## VOTE FOR ONE OF TWO



### **PATRICK M. KELLY, PE PSP**

Patrick Kelly is a Director in Navigant's Global Construction Practice, and has more than 20 years' construction-related experience, including construction management, contracting, project controls, CPM scheduling, Earned Value Analysis, Forensic Schedule Analysis for Delay and Disruption, and Claims &

Disputes Resolution. He is a Professional Engineer, and is certified as a Planning and Scheduling Professional by AACE. In his career, Mr. Kelly has been a US Navy Surface Warfare Officer, a Navy Civil Engineer Corps Officer, a contract & construction manager, a scheduler & project controls manager, a construction claims analyst, and a testifying expert on Critical Path Method scheduling and Forensic Delay Analysis. He has also written and published many articles on scheduling and Forensic Schedule Analysis, and provided training on both software and CPM methodology to schedulers, analysts, and construction professionals. During his career in construction, Mr. Kelly has relied on the superior papers and Recommended Practices developed by AACE, and as a result he joined in 2007, and earned his certification as a Planning and Scheduling Professional in 2008. Since then, he has been actively involved in AACE, by submitting papers for publication in Cost Engineering journal and presentation at the Annual Meetings. Additionally, Mr. Kelly has held the Chair of the Claims and Disputes Resolution Technical Subcommittee for three years and is currently serving on the Board of Directors as Director, Region 2. His deep respect for AACE's mission and superior technical content drives him to continue to seek ways to serve the organization and further its goals.

#### **GOALS AND OBJECTIVES:**

If elected, Mr. Kelly intends to facilitate growth and professional development among cost engineering professionals by:

- Building upon the momentum created by my predecessor in ensuring the continued financial success of AACE.
- Providing effective support for the conduct, control, and reporting of financial transactions in accordance with generally accepted accounting practices (as provided by Headquarters).
- Coordinating closely with Manager – Accounting and Administration and the Executive Director on financial matters.
- Providing timely, clear and concise communications to all stakeholders with regards to income, expenditures, forecast and balances for the prior reporting period.
- In coordination with all relevant parties, preparing annual budgets that further the goals of AACE in the coming years.
- Maintaining awareness, and monitoring when appropriate, operations to ensure that AACE achieves its organizational goals and fulfills its vision of becoming the gathering place and source of thought leadership for professionals who drive successful project and program delivery.



### **CALVIN J. SPEIGHT JR., CCP**

Since joining the AACE International in 2008, Calvin has had an active role in the National Capital Section as an exam proctor, Treasurer, Vice President, and President. He most recently served as Region 2 Director, 2014- 2016. At present, Calvin is the Government Liaison Committee Chair. He has

also been published in Cost Engineering. He earned a B.A. in Business Administration from Rutgers University, 1985, and an M.B.A. from the University of Pittsburgh, 1990. Certificates held include Project Management from UC Irvine, 2006, and Advanced Project Management from Stanford University, 2012. He is a CCP, PMP, and MRICS. Calvin is the owner of Project Executive Outcomes LLC, a consulting firm that is focused on cost-schedule risk integration of major projects with the vision and leadership that successfully integrates and optimizes: business case, technology, sustainability goals, resiliency, and asset management. In the energy vertical of a leading consulting firm, his expertise impacted public policy decisions concerning military health, defense renewable energy, cost restructuring of civil agencies, and risk assessment for NASA. Prior to consulting, leadership roles held included Business Planning Manager at Pacific Gas & Electric and Senior Cost Engineer for Southern California Edison Nuclear Organization. Top line revenue experience was gained as the CFO of a start-up construction firm that focused on public school capital improvement programs. In short, he can bridge the gap between engineering and management.

#### **GOALS AND OBJECTIVES:**

To drive my role as VP-Finance, I foresee these objectives as critical:

- Build upon the momentum created by my predecessor.
- Parlay my financial training to drive revenue that will assure funding of our vital programs, and enhanced marketing.
- Use methods such as activity-based costing, process improvement, and forecasting to drive decision-making.
- Create goodwill for AACE by promoting the association membership, certification, COMP, and other revenue levers to industry, government, and academia.

# VP-NORTH AMERICAN REGIONS

## VOTE FOR ONE OF TWO



### LES MCMULLAN, FAACE

Les Has been an AACE member and advocate throughout his career with more than 35 years' experience in estimating, project controls and project management on capital projects. In 2012, he was named an AACE Fellow by his peers. He has served as President of the Montreal Section for many years where he continues

to provide assistance to the board. In the last two years, he has served on the AACE Board of Directors as Director of Region 1 and President of AACE Canada. He is a graduate of McGill University and is invited frequently as a guest lecturer at Montreal universities on topics such as earned value and cost/ schedule integration. Les has authored and co-authored technical papers on estimating, cost control, cost forecasting, change management and project controls management. His most recent paper in 2017 was entitled, "Proactive Trend and Change Management: Avoiding the Iceberg Effect". Les attributes the knowledge attained from AACE as a key factor for a successful career. He has worked in various industries including oil and gas, mining and metals, pulp and paper, energy and held senior project controls roles on international projects, as well as corporate management positions in project controls and risk management for consulting organizations as well as owner organizations. This has provided a project lifecycle view, including strategic asset management as well as project control. In his role as Global Director, Project Controls at Hatch, Les is responsible for worldwide oversight of project controls and has extensive experience interfacing and providing leadership to global regional groups. He is dedicated to promoting skills and knowledge to develop the current and next generation of estimating and cost/schedule professionals.

#### GOALS AND OBJECTIVES:

- Use my experience and insight working at the Section and on the Regional Director level to work closely with the Regional Directors to build for the future and promote AACE.
- Facilitate sharing and communication between the Regional Directors of North America to build on regional success and new initiatives such as regional workshops, symposiums and virtual meetings.
- Provide guidance to the RDs for update of the Section scorecards for Section awards and recognition program.
- Promote certification and coordination of training materials with the Regions, HQ, as well as AEPs.
- Encourage regional presence and speakers at the Annual Meeting, as well as for regional meetings.
- A community page for the Regional Directors on the AACE website, as well as regular RD teleconference calls and prepare a metric dashboard for reporting.
- Sponsor Section and Region brainstorming sessions at the Annual Meeting to discuss recruitment, growth, education, student membership and sponsorship opportunities.
- Collaborate with Regions on ideas to reinvigorate less active sections and discuss succession plans to maintain robust activity in all regions and provide section board guidelines for successful meetings.
- Participate in marketing strategy for future growth.



### HARRISON W. STALEY

Harrison has been a construction management professional for over 22 years and has used project controls in the management of numerous projects that span private and public sectors and includes schools, banks, community centers, police stations, public works, transportation and airport projects.

Harrison is currently a program scheduler for Ardmore Roderick. In the role of program scheduler he is responsible for developing and managing the master schedule for the Public Safety Program at Cook County Capital Planning along with reviewing all design and construction schedules and developing schedules as needed for special projects. Prior to working for Ardmore Roderick, Harrison worked for large international consulting firms and public agencies.

Harrison has been a member of AACE International since 2013 and is currently the Region 4 Director on the International Board of Directors (2016-2018) and the Vice President of the Chicago-Midwest Section (2016 – 2018). He previously served in roles as the Secretary, Scholarship Chair and Membership Chair for the section. He is currently preparing for the PSP exam and hopes to earn the certification in 2018.

As Region 4 Director, he conducted a number of conference calls with the Section Presidents to discuss the state of the association, share ideas gathered at the Annual Meeting and generally offer support to all of the sections. Additionally he has fostered communication among the sections in particular between sections that have been more active and those that have struggled with membership and participation.

#### GOALS AND OBJECTIVES:

I have enjoyed my time on the Board of Directors and would love to continue and give back to the organization and its members with volunteer service.

- Establish more open communication between the regions which will encourage support, comradery, growth and improvement for North America and within the regions themselves.
- Reach out to and visit as many sections in North America as possible. People want to know that someone recognizes that they are working hard for the association. Getting familiar and meeting in person is a huge step in that direction.
- Outreach to the association's corporate members in an effort to garner support for increasing membership and participation within North America.
- Continue to come up with ideas that will help promote AACE, support involvement and increase membership and retainage of membership of the region.

# DIRECTOR-REGION 1

VOTE FOR ONE OF TWO



**BINDU AMIN,**  
CCP EVP

Bindu Amin, MSc., MBA, CCP, EVP, PMP, is a seasoned Project Controls/ Project Management leader with over 20 years Canadian and international experience in areas of project management, coordination and project controls in upstream and downstream projects in

construction, oil sands and pipeline industry. She currently works for Husky Energy in Calgary, as Project Controls Lead and is responsible for capital projects in Oil Sands Business Unit. Her role involves managing a team of professional who are responsible for managing cost, planning and scheduling, progress management, change management for a number of projects going through different phases. Bindu has enjoyed being member of AACE International for over 14 years participating and contributing in a number of different ways. She has been an active member of Chinook Calgary Section serving the board as certification director for number of year before becoming Vice President and ultimately President for 2016-2017 term. She attributes her success to her open-minded attitude toward acquiring knowledge in which AACE has been a big contributor. As a new immigrant in Canada 2002, she credits AACE community whole heartedly for welcoming her with open arms and enriching her life both professionally and personally. She truly believes that joining AACE was the best decision she made several years ago and recommends it to anyone who asks for her advice. With her long association with AACE, she has inherent knowledge on the working on local sections as well as organization as a whole and she would use this knowledge to develop integrated strategy to advance the association in a wholesome manner to by connecting local sections better and using each other's strengths to progress Region 1 collectively. With her collaborative leadership style, she will focus on learning new and improved ways to engage, connect and disperse these best practices to all the sections across Canada to implement.

## GOALS AND OBJECTIVES:

- Promote dialogue and interaction between various Canadian sections to gain synergy in terms of sharing best practices, technical resources, presenters and job opportunities to strengthen and progress Region 1.
- Encourage women who work in project controls to take a larger role in leadership positions in administration of AACE local sections, as well as the International organization.
- Publicize the value of AACE membership and its advantages in terms of acquiring skills and knowledge not only from well-developed technical repository but also through getting connected to other members who can help and mentor through their practical experience.
- Advocate the value of acquiring various AACE International certifications to the project control community.
- Help AACE organization adapt and change to a new world where technology is going to play an important role in breaking barriers and connecting with future generation to advance the association in coming years.



**PRANAB KUMAR DEB,**  
PENG, PSP

Pranab Deb, P.Eng PSP PMP, a member of AACE for over a decade, has been volunteering for the past 8 years, having started as a Section Board member proctoring exams and making arrangement for Section dinner meetings. He has served the UAE Section as VP Membership and Marketing and as a member of the

marketing team for the International TCM Conference in 2012 in Dubai, UAE. He is a project management/controls professional possessing over 15+ years of experience in engineering, procurement and construction project management including oil and gas, energy, commercial and heavy civil. In 2013, he moved to Edmonton, Canada, to work on a major refinery project as a Senior Project Controls Specialist. He started as a member at large. In 2015-2016, Pranab was elected as the President of the Edmonton Aurora Section. He started a webinar series for section members who cannot attend dinner meetings in person, certification training workshops at very subsidized fees and coordinated with other Associations in the Edmonton region to organize joint events. He also setup outreach events to the University of Alberta to initiate students into the project controls profession. He is also part of the Mentoring Success Advisory Committee and joined the Decision and Risk Management Subcommittee. Pranab is a Civil Engineer registered with the Association for Professional Engineers Alberta. He also holds the PSP from AACE and PMP from PMI. He is employed with Stantec in Edmonton, Alberta.

## GOALS AND OBJECTIVES:

I would support all the grassroots efforts of the Sections that eventually contribute to the overall growth of the AACE.

- Improve communications between the AACE leadership and Sections/ Region.
- Support efforts of the Sections in arranging joint meeting opportunities with other professional associations/societies like PMI, ASQ, CSCE etc.
- Organize and arrange a few webinars for the region from Annual Meeting presentations.
- Create a pool of Subject Matter Experts in project controls, planning, scheduling, estimating, cost control etc., who can be contacted with specific queries. The SMEs would be listed in either a region based portal or section portal.
- Solicit section volunteers for AACE committee and boards and encourage Annual Meeting attendance. Nominate members for various AACE awards and scholarships.
- Assist struggling sections with support and advice from well performing sections in the region.
- Increase awareness of AACE certifications through advertisement, networking with recruiters, and presentations to technical colleges and universities in the area.
- Use social media to enhance member communication, and advertisement of AACE events.

# DIRECTOR-REGION 2

VOTE FOR ONE OF TWO



## W. REGIS FOX, PSP

Regis Fox is a Planning and Scheduling Professional who has spent his entire career in scheduling and project controls for commercial construction, working for subcontractors, contractors, and owners, providing services from preconstruction through litigation.

His portfolio of experience includes manufacturing facilities, secure government locations, museums, aviation, academic, entertainment, transportation, and mixed used development projects, valued at over \$10 billion. As Director of Enterprise Scheduling for Clark Construction Group, he oversees the corporate Planning & Scheduling Department and works with project teams to implement best practices and effectively use technology to improve performance. Previously, he was Director of Project Controls for McKissack & McKissack, where he organized their project controls staff into a business unit providing standalone consulting services for existing and new clients. He is the Section President of the National Capital Section, he has a Civil Engineering degree from the University of Maryland, and he currently lives in Baltimore, MD, with his wife Kelly.

### GOALS AND OBJECTIVES:

My goal is to be a voice for the sections on the Board and to connect our section leaders with one another to share best practices in section management, so that they can provide the best resources for our membership. I hope to bring a fresh perspective to the board from the generation that will be using AACE and its content for the next 60 years.



## OMONIYE O. LADIPO, CCP EVP

Niyi has been an active member of AACE since 2005. She achieved Certified Cost Professional in 2007, and Earned Value Professional in 2010. Niyi has successfully recertified in both CCP and EVP. Ms. Ladipo has actively participated in the following positions of responsibility with the National Capital Section: Secretary;

President; Past President; Board Director; Chair for Education and Scholarship Committee. From 2015 to 2017, Niyi participated with the EVM Subcommittee, reviewing and evaluating technical submissions. Niyi is a member of the Marketing Advisory Committee at the International level. Ms. Ladipo was recognized by AACE as an Outstanding Woman in Project Controls in 2010. Niyi was instrumental in the organization of a group of DC Metro area middle school and high school Science, Technology, Engineering, and Math (STEM) students and their teachers, who were invited to attend a full day of events at the 2013 Annual Meeting. Niyi is a Program Manager for MBP, a multi-disciplined consulting firm. She has more than 30 years of experience in providing construction and project management, and is a leader in contracts administration and management, cost estimating, cost management and control, and earned value management. Currently, she is actively involved in two high profile projects, the Dulles Corridor Metrorail's Silver Line extension of the rail transit system and the Architect of the Capitol's Cannon House Office Building Renewal, both in the Washington, DC region. Niyi has co-authored papers to include (Earned Value Analysis and CPM Schedule Review in Construction), presented at an AACE Annual Meeting, and presented other topics at two AACE Region 2 Symposia. Ms. Ladipo co-authored Chapter 2 in the 2013 Construction Law Update and presented at other professional association conferences on topics related to EVM and construction schedule reviews. Niyi earned her Bachelor's degree in Civil Engineering from the University of Maryland, College Park, and her Master's in Construction Management and Economics from the University of Greenwich, London.

### GOALS AND OBJECTIVES:

As Region 2 Director, I will work closely with the VP Regions and others on the Board to implement the goals and objectives of AACE and support the Strategic Plan initiatives.

- Review goals for Region 2 with my predecessor and enhance/align these with the Strategic Plan.
- Improve current outreach to future AACE membership through expansion of collaboration between AACE Sections and local public and private companies, and universities and colleges; through professional development, networking events, and student scholarship opportunities.
- Support all Region 2 Sections in promoting increased membership participation and growth. Encourage Sections to seek innovative approaches to increase membership's participation in local and national events.

# DIRECTOR-REGION 7

VOTE FOR ONE OF TWO



## MAGED EL-HAWARY, CCP EVP PSP

Maged El Hawary, CCP EVP PSP, is a certified Project Management Consultant with almost 20 years experience.

He has served as:

- President – UAE Section (2014-2016).
- Project Controls Director ASGC.
- Guest speaker and dissertation

supervisor Heriot Watt University.

- Held several managerial positions in key international companies.
- BSc. Civil Engineering, P.G. Dip. Construction Mgmt., MSc. Construction Mgmt.
- Certified CCP, EVP, PSP and is a PMP with PMI.
- Professional speaker and panelist in many international conferences.
- Received the following international awards:
- Charles Kean Distinguished Service Award – AACE International 2014;
- Team Leader of the Year – 1st UAE PM Conference – SOE -2015.

### GOALS AND OBJECTIVES:

- Promote AACE International's name and activities among the region.
- Strengthen Region-07 existing sections.
- Improve the link between Region 07 sections.
- Frequent visits to different sections.
- Organize a yearly international event in the region lead by different sections leaders.
- Support rising stars in different sections.
- Increase membership numbers.
- Improve the interaction between AACE international and industry professionals.
- Open new links between AACE international and other professional communities/universities.
- Promote AACE International's different certifications.
- Activate and support new sections (Jordan, Egypt....).



## DEV TAMBOLI, CCP PSP

Dev Tamboli, CCP PSP, has been a member of AACE International since 2009. He played a pivotal role in forming the Qatar Section, and was founding President. Under his leadership the section grew from 67 members to more than 170 members and became a major section within Region 7. He served as

Committee Chair for several years on the Committee for Mentoring Excellence (CME). CME was instituted to foster mentoring among AACE members worldwide. He is a frequent author and presenter, having presented papers at AACE Annual Meetings and also at International Total Cost Management conferences. Dev holds three professional certifications including Certified Cost Professional (CCP), Planning and Scheduling Professional (PSP) and Project Management Professional (PMP). He enjoys serving as a trainer for the Qatar Section for CCP and PSP certification seminars. Dev has 15 years of experience in project controls. He works with Qatar General Electricity and Water Corporation for the Electricity Projects Department as a Projects Monitoring Lead, overseeing more than 100 projects, valued USD 6 billion. Dev is passionate about knowledge sharing and mentoring and believes in community service. He also led a cultural organization in Qatar conducting various cultural events and educational events.

### GOALS AND OBJECTIVES:

Region 7 is the largest international region in the world and key to AACE growth and global expansion. AACE has untapped potential which is unexplored by many professionals in the region. As Region 7 Director, I would use my experience to strengthen sections and serve as a mentor for section leaders. Specific goals and objectives include:

- Establish close communication with members within the Region and the Board of Directors.
- Communicate AACE vision, mission, and strategic objectives to section leaders and members within Region 7.
- Promote awareness programs to make professionals aware about AACE International and its importance to construction and other industries.
- Increase awareness about importance of AACE certifications and their basis for job candidate selection.
- Expand AACE's reach to various corporate giants and universities in the region to make AACE technical products and certifications a global standard.
- Help establish new sections in the region and grow existing sections.
- Work closely with the AACE board to implement and make successful AACE future plans in the region.
- Conduct regional conference on a large scale in the region for benefit of members in Region 7.
- Promote mentoring and other AACE initiatives by closely working with sections in the region.

## DIRECTOR-REGION 4

UNOPPOSED - VOTE FOR ONE



### ADAM T. ALTHOFF, PSP

Adam T. Althoff, PSP, has been an active member in the organization since receiving his PSP in 2012. He sees his largest contribution to date as the initiation of a local section in Omaha, Nebraska, in 2016. Adam has had the privilege of working for one of North America's largest and

most respected contracting and engineering firms, the Kiewit Corporation, for 10 years. All of which have been spent in the project controls field, currently serving as the Director of Planning and Scheduling.

#### GOALS AND OBJECTIVES:

- Currently leading the planning of what we are calling the "Midwest Regional Symposium" for April 2018. Geared at bringing together members who are not able to attend Annual Meeting but still have an interest in sharing knowledge and networking with their peers from Region 4.
- Continuing to reach out and attempt to grow the Omaha Section in my current role as Section President, with an emphasis on bringing young professionals to the group and educate them on the career long benefits of AACE.
- Foster the relationships built through this organization, as well as encourage continued additions and refinement to the greater AACE body of technical knowledge. Making every attempt possible to spread the word about the fabulous technical products and papers available to our peers.

## DIRECTOR-REGION 9

UNOPPOSED - VOTE FOR ONE



### DANILO ARBA

Danilo Arba, has been an active member of AACE International since 2014, with over 15 years of project experience in the fields of Cost Control, Planning & Scheduling and Project Control on projects such as hydropower, high speed railways, FIFA World Cup Stadiums and other major infrastructure projects around

the world. He is currently serving as President for the Italian Section of AACE International and Senior Planning Manager for Westfield Corporation. He is also the founder of DAV Consulting providing consulting to the construction industry and specialized software implementation.

He promoted the creation of the Italian Section of AACE International during which he organized the first certification courses for CCP and organizing the first Italian Congress to be held in Milan on the 21 April 2018, all of which will be available in live streaming and the certification courses will be also available on demand.

He has lived and worked all around the world from South and North America to Africa, Middle East, South East Asia and Europe. He has also participated as a speaker in various AACE International events, including Peru, Russia, Dubai and Brazil.

He holds a Bachelor degree from the University of Lugano, Switzerland, and finished a full year course on Total Cost Management from the Italian Association of Cost Engineering.

#### GOALS AND OBJECTIVES:

I have been actively involved in AACE International since 2014. I have experienced firsthand the benefits AACE can bring to your professional development and career.

My main goals are:

- Collaborate with universities, public sector and companies from all sectors that are not fully aware of the benefits of TCM and AACE International, and make them understand the benefits that this can have on their organization, both in small or large organizations.
- Continue the growth of Sections in Region 9 and the collaboration between them so that available resources can be better used for a greater benefit to all members of Region 9.
- Increase members of Region 9 both collaborating with complementary associations existing and present in various countries.
- Promote a coordinated program for all the activities of Region 9 and initiate a marketing/communication campaign to reach as many potential colleagues as possible.

# RECOMMENDED CHANGES TO THE CONSTITUTION & BYLAWS

VOTE FOR OR AGAINST

## AACE'S BOARD OF DIRECTORS HAS RECOMMENDED CHANGES TO AACE'S BYLAWS.

These Amendments will allow AACE to be more flexible and agile in responding to global member needs. The proposed changes include reducing the size of the Board of Directors from 21 to 12 members, creating two new Associate Boards and to making administrative updates that align with current business practices.

AACE members will be voting on amendments to AACE's Bylaws. The ballot will be open to members on February 1, 2018.

In September 2017 AACE's Board of Directors met for a strategic planning session at the Association's headquarters in Morgantown WV. During the meeting the framework of the new Strategic Plan was developed.

The major strategic initiatives for 2017-2019 include:

1. Revenue Initiative – Diversification of revenue streams to better address economic impacts and cyclical nature of certain revenue streams.
2. Branding/ messaging Initiative - Develop a clear, concise and consistent message that is congruent with AACE's Mission and Vision.
3. Competency Initiative - Develop a suite of programs that support AACE's certifications.
4. Agility Initiative - improve organizational agility – convert Regional Directorss to Associate Board model to enhance continuity, improve flexibility, knowledge transfer, and succession planning to better support and maintain membership growth.

One of the immediate outcomes of the BOD's approval of the Strategic Plan was the creation of the Agility Task Force. This group was charged with developing a governance model that would allow flexibility in addressing the diverse needs of our global membership which aligns with Strategic Initiative number 4, Agility. The recommendations of the Agility Task Force include the following:

1. Create a Membership Associate Board which will be responsible for driving membership growth and addressing member needs. The Regional Directors and Vice Presidents International and North American Regions would comprise the body of the Membership Associate Board. The Two Vice Presidents will remain on the Board of Directors.
2. Create a Marketing Associate Board which will be responsible for strategic outreach and promotion of AACE's products and services. This new Associate Board would effectively dissolve the Marketing Advisory Committee, which has been the primary consulting body to the BOD for AACE's marketing program. The Vice President – Marketing will also serve on AACE's Board of Directors.
3. Reduce the size of the Board of Directors from 21 to 12 members, comprised of a President Elect, President, Past President, Vice President – Administration, Vice President – Finance, Vice President – Membership North America, Vice President- Membership International, Vice President – Marketing Board, Vice President - Certification Board, Vice

President – Technical Board, and Vice President-Education Board. AACE's Executive Director also will continue to serve as a non-voting member of the Board of Directors.

4. Eliminating the category of "Associate Member" from AACE's member types effectively revising the membership categories to include Regular Member, Student Member, COMP Member, Military Service Appreciation, and Honorary Life Member.

There are other minor changes aimed at bringing the Bylaws into alignment with current administrative practices of the Association. Please review the following offered changes to the Proposed Constitution & Bylaws on the pages that follow. To review the Proposed Constitution & Bylaws changes with the track changes on, please click here.

**NEW!**

### MARKETING ASSOCIATE BOARD

1. Steward AACE's brand and image
2. Assure the Association maintains a proactive, focused marketing effort both short-term and long-term for AACE's portfolio of products and services like:
  - membership
  - events
  - certification
  - technical products
  - education

**NEW!**

### MEMBERSHIP ASSOCIATE BOARD

1. Promote the growth of global membership in the Association by fostering new Sections and Regions
2. Develop strategies for membership acquisition and retention at the section, region, and international levels
3. Oversee section health and section compliance with standards
4. Increase membership and engagement with various groups including students, young professionals, government, corporations, and owners

# RECOMMENDED CHANGES TO THE CONSTITUTION & BYLAWS

## VOTE FOR OR AGAINST

### CONSTITUTION

#### ARTICLE I—NAME AND DEFINITION

**Section 1.** The name of this organization is AACE INTERNATIONAL, INC., hereinafter referred to as “AACE” or “the Association.” AACE previously referred to the Association for the Advancement of Cost Engineering International. The legal corporate name is AACE INTERNATIONAL, INC. The Association was chartered in 1956 as the American Association of Cost Engineers.

**Section 2.** The Association is dedicated to the tenets of furthering the concepts of total cost management and cost engineering. Total cost management is the effective application of professional and technical expertise to plan and control resources, costs, profitability, and risk. Simply stated, it is a systematic approach to managing cost throughout the life cycle of any enterprise, program, facility, project, product, or service. This is accomplished through the application of cost engineering and cost management principles, proven methodologies, and the latest technology in support of the management process.

**Section 3.** Total cost management is that area of engineering practice where engineering judgment and experience are used in the application of scientific principles and techniques to problems of business and program planning; cost estimating; economic and financial analysis; cost engineering; program and project management; planning and scheduling; cost and schedule performance measurement and change control; and risk and decision management.

#### ARTICLE II—OBJECTIVES

**Section 1.** To promote through education and scientific means, cost management and cost engineering for the public good.

**Section 2.** To advance the science and art of cost management and cost engineering.

**Section 3.** To provide forums and media through which experience with the principles and techniques of cost management and cost engineering may be reported, discussed, and published in furtherance of the public interest.

**Section 4.** To promote standardization of terminology in cost management and cost engineering, and so far as practical, develop standard methods.

**Section 5.** To encourage the inclusion of cost engineering and cost management instruction in engineering curricula in furtherance of our primary objective.

**Section 6.** To cooperate with other organizations having common or related objectives, in furtherance of the public interest.

**Section 7.** To be organized and function exclusively for charitable, educational, and scientific purposes, including, for such purposes, the making of distributions to organizations that qualify as tax-exempt organizations under section 501(c)(3) of the Internal Revenue Code, or the corresponding sections of any future US federal tax code.

**Section 8.** To evaluate and issue specialty certification credentials to individuals having expertise in cost management and cost engineering.

#### ARTICLE III—MEMBERSHIP

**Section 1.** The membership grades shall consist of Members, and Student Members. Fellows, Emeritus Members, and Life Members shall be included within the grade of Member. “The Board of Directors may create additional membership categories as required to advance AACE’s interests throughout the world.”

**Section 2.** Admission to membership shall be upon approval of application duly made, and in accordance with procedures established by the Board of Directors and embodied in the Bylaws.

**Section 3.** A Fellow is a Member who has been approved to have the exclusive privilege of representing himself or herself as a Fellow in AACE. Admission to Fellow shall be by majority vote of the Board upon recommendation by the Vice President-Administration. The requirements for election to Fellow are that the Member shall have practiced cost management and/or cost engineering for a minimum of fifteen years and shall have been a Member of AACE for at least ten consecutive years. Election of a Fellow shall be in recognition of professional attainment and significant accomplishment in cost management and/or cost engineering.

1. Professional attainment shall be based on contributions to the professional advancement of cost management and/or cost engineering, valuable service in AACE.
2. Significant accomplishment in cost management and/or cost engineering shall be based on publications or presentations at meetings, and achievements in bringing cost management and/or cost engineering efforts to industry, educational institutions, forums, or government agencies.
3. Contributions in one of these areas shall be outstanding and some contribution in both areas is necessary.

**Section 4.** A Member shall be an individual who makes application, requests reinstatement, or continues annual membership, with each step requiring the payment of annual dues and any fees. Membership shall become effective upon the processing and posting by the Association of full payment, including any required fee or fees. A Member has the privilege of holding elective office, voting for Officers, petitioning for and voting on changes to the Constitution and Bylaws, and nominating candidates for office.

**Section 5.** A Student Member shall be a student regularly enrolled in a college or university. A Student Member has all the privileges and prerogatives of a Member except that a Student Member has no voting privileges, cannot nominate candidates for or hold elective office, and cannot petition for changes to the Constitution and Bylaws.

**Section 6.** Life Membership may be granted to Members upon recommendation by the Awards Committee, with unanimous approval of the Board of Directors. Life Members shall not be subject to dues or assessments and shall enjoy all the privileges of Members.

# RECOMMENDED CHANGES TO THE CONSTITUTION & BYLAWS

## VOTE FOR OR AGAINST

### ARTICLE IV—OFFICERS AND BOARD OF DIRECTORS

**Section 1.** The Officers of the Association shall be a President, a President-Elect, a Vice President-Finance, a Vice President-Administration, a Vice President-Technical Board, a Vice President-Education Board, a Vice President Certification Board, a Vice President-North America Membership Board, a Vice President-International Membership Board, a Vice President-Marketing Board, and the immediate Past President.

**Section 2.** The governing body of the Association shall be a Board of Directors, hereinafter called the Board, in which the government and management of the Association is vested, except as otherwise provided for in the Constitution and Bylaws.

**Section 3.** The Board shall consist of the Officers identified in Section 1. above and the Executive Director/Chief Executive Officer.

**Section 4.** A person shall not concurrently hold more than one elected Association office.

**Section 5.** A quorum of the Board shall consist of a majority of the Board.

**Section 6.** The Board shall be empowered to employ an Executive Director/Chief Executive Officer to manage a headquarters office and to perform such other duties as the Board may direct within the powers vested in the Board by the Constitution and Bylaws. The Executive Director/Chief Executive Officer shall be an ex-officio member of the Board without vote.

**Section 7.** The term of office shall be nominally one year for the President; which is preceded by one year as President-Elect and is followed by one year as immediate Past President; nominally two years for the Vice President-Finance, the Vice President-Administration. The Vice President-Technical Board, the Vice President-Education Board, the Vice President-Certification Board, the Vice President-North America Membership Board, the Vice President-International Membership Board, and the Vice President-Marketing Board will serve two year terms. The exact duration of these terms of office shall be determined by the interval between successive Annual Business Meetings. The Vice President-Technical Board, the Vice President-Education Board, the Vice President-Certification Board, the Vice President-North America Membership Board, the Vice President-International Membership Board, and the Vice President-Marketing Board shall be staggered so that no more than three are elected in any given year. The initial term for the Vice President-North America Membership Board shall be one year to accommodate the stagger.

**Section 8.** All Officers shall take office at the time of the Annual Business Meeting following their election.

**Section 9.** If the office of President becomes vacant, the President-Elect shall become President for the remainder of the term of the vacated office and for the President-Elect's term as President.

**Section 10.** Vacancy occurring in the office of the President-Elect for reasons other than ascending to the vacated office of the President shall be filled by one of the incumbent Vice Presidents for the remainder of the term as President-Elect and the subsequent term as President. The selection shall be made by secret ballot of the Board.

**Section 11.** In the event a vacancy occurs in the position of Past President, the President shall recommend for Board approval a candidate from among other former Presidents to fill the remainder of the term. Should such candidates not be available, the President shall recommend for Board approval whoever may be appropriate to fill the vacancy for the remainder of the term of office.

**Section 12.** Vacancies occurring in the office of a Vice President or a Director shall be filled by vote of the Board for the unexpired portion of the term except in the case of a Vice President for the Technical, Education, Certification, North American Membership, International Membership, or Marketing Boards. In the case of a vacancy in those positions, the nominating committee of the respective associate board may nominate a replacement who will serve for the balance of the term upon approval by a majority of the respective associate board.

**Section 13.** The President and President-Elect shall not be eligible to serve two successive terms in the same office unless the first term was not a full term. The maximum allowable time to be served in these offices, whether by reason of appointment or other, shall be less than four full years.

**Section 14.** The Vice Presidents shall be eligible to serve two successive two-year terms. The maximum allowable time to be served in these offices, whether by reason of appointment or other, shall be less than six full years. The Vice President-Finance, the Vice President-Certification Board, the Vice President-North America Membership Board, and the Vice President-Marketing shall be elected in even numbered years and the Vice President-Administration, the Vice President-Technical Board, the Vice President-Education Board, and the Vice President-International Membership Board in odd-numbered years.

**Section 15.** Nominations for President-Elect, Vice President-Finance, Vice President-Administration, and Directors-Region(s) shall be made by a Nominating Committee. Nominations may also be made by Members as prescribed in the Bylaws. The Chairperson of the Technical, Education, Certification, Membership, and Marketing associate boards will appoint a three-person nominating committee from the members of that associate board to nominate a candidate for the Vice President position, and with the approval of a majority of the duly appointed members of the associate board, the candidate will become the Vice President of the respective associate board serving on the Board in alignment with the periodic election of Officers on the general ballot. The associate board chair, with the approval of the Board, may be appointed by the President to fill interim vacancies in the Vice President position of the respective associate board until the next election to fill this position.

**Section 16.** Election of Officers except for the Vice Presidents for the Technical, Education, Certification, Membership, and Marketing Boards shall be by ballot as prescribed in the Bylaws.

### ARTICLE V—COMMITTEES AND ASSOCIATE BOARDS

**Section 1.** The Committees and Boards of the Association shall consist of Standing Committees and Associate Boards, as prescribed in the Bylaws, and such other committees as deemed necessary by the Board of Directors to manage the affairs of the Association.

# RECOMMENDED CHANGES TO THE CONSTITUTION & BYLAWS

## VOTE FOR OR AGAINST

### ARTICLE VI—MEETINGS

**Section 1.** There shall be an annual meeting of the Association held between the dates of May 1 and September 30.

**Section 2.** Other meetings of the Association shall be determined by the Board as prescribed in the Bylaws.

### ARTICLE VII—SECTIONS

**Section 1.** Sections, composed of Association members of all classifications in good standing, may be established by the Board upon suitable evidence of interest by membership in the respective area.

**Section 2.** The function of the Sections shall be to further the objectives of the Association through closer personal relationships at the local level.

### ARTICLE VIII—REGIONS

**Section 1.** The Board shall establish no fewer than eight Regions, a minimum of three of which shall be Regions outside of North America for appropriate membership representation and administration of the Association, such that each member resides in one of said Regions. Additional Regions may be established by recommendation of the Membership Board with the approval of the Board of Directors. One (1) Director-Region shall be elected to represent each Region by the membership of said Region. The Director-Region shall have permanent residence within the Region represented for the duration of the Director's term of office.

**Section 2.** The function of the Director(s)-Region shall be to provide liaison between the sections' leadership and the Membership Board.

### ARTICLE IX—STUDENT SECTIONS

**Section 1.** Student Sections may be established by the Board upon suitable evidence of interest brought by a Member qualified to sponsor such a section.

**Section 2.** A Member is deemed qualified for the purpose of sponsoring a Student Section if the Member is a faculty member of a college or university and has authorization from such institution to sponsor a Student Section of AACE.

**Section 3.** Suitable evidence of interest may be deemed to exist if: (a) the sponsoring Member establishes that the curriculum at the institution offers at least one course confirming to one or more AACE objectives, shown in Sections 1, 2, 3, or 4 under Article II, and (b) the sponsoring Member presents, or agrees to present, six or more Student Members or applications to AACE for Student Membership.

### ARTICLE X—RECORDS

**Section 1.** A roll of members shall be maintained by the Association's headquarters which shall include the name, address, membership grade, and date of admission of each member in good standing.

**Section 2.** A complete accounting shall be kept of all monies received and expended by the Association. These financial records shall

undergo an annual legal audit by persons or a company qualified to perform this audit. The results of the audit shall be reported to the membership as soon as practical.

### ARTICLE XI—AMENDMENTS

**Section 1.** The Constitution and Bylaws may be amended by a ballot vote as prescribed in the Bylaws.

**Section 2.** An affirmative vote of two-thirds of the valid votes cast shall be required for adoption of an amendment to the Constitution.

### ARTICLE XII—LIMITATION AND DISTRIBUTION

**Section 1.** No part of the net earnings of AACE shall benefit its members, trustees, officers, or other private persons. AACE may, however, make reasonable payment for services rendered for purposes listed in Article II. No substantial part of AACE activities may attempt to influence legislation. AACE shall not participate or intervene in the political campaign of any candidate for public office. AACE shall not carry on any other activities prohibited for (a) a corporation exempt from federal income tax under section 501(c)(3) of the Internal Revenue Code, or the corresponding section of any future federal tax code, or (b) a corporation to which contributions are deductible under section 170(c)(2) of the Internal Revenue Code, or the corresponding section of any future federal tax code.

**Section 2.** If AACE is dissolved, its assets shall be used for one or more exempt purposes set forth in section 501(c)(3) of the Internal Revenue Code (or the corresponding section of any future federal tax code) or shall be distributed to the federal government, or to a state or local government, for a public purpose. Any assets then remaining shall be disposed of by a Court of Competent Jurisdiction of the county where the principal office of the corporation is then located, solely for such purposes.

## BYLAWS

### ARTICLE I—MEMBERSHIP

**Section 1.** All applications for membership shall be accompanied by remittance of annual dues and the appropriate application fee. Membership shall become effective upon the processing and posting by the Association of the full payment, including any required fee or fees.

**Section 2.** Members who fail to pay their dues by the expiration date of their current dues will automatically be transferred to inactive status and lose all rights and privileges of membership.

**Section 3.** A member whose membership has lapsed because of non-payment of dues may be restored to membership by paying in full annual dues for the year in which he or she requests reinstatement plus a reinstatement fee as established by the Board.

**Section 4.** A member in good standing may resign by submitting a resignation in writing to the Vice President-Administration.

**Section 5.** A member who has resigned in good standing may be restored to membership by paying dues for the year in which the member requests reinstatement.

# RECOMMENDED CHANGES TO THE CONSTITUTION & BYLAWS

## VOTE FOR OR AGAINST

**Section 6.** To become a Fellow, a Member must be sponsored by five Members. Each sponsor shall submit a letter to the Vice President-Administration emphasizing the achievements of the nominee which meet the Constitutional requirements for admission to Fellow. After verification of the qualifications of the sponsors and the nominee, the Vice President-Administration will present the names of nominees who meet all the qualifications to the Board for necessary action.

**Section 7.** A Student Member may retain that status until the end of the calendar year in which the Student Member ceases to be a regularly enrolled student. However, if the Student Member receives a degree the Student Member may, upon request, be transferred to Membership without the payment of additional dues for the year. If request for transfer is not made by the end of the calendar year in which the degree is granted, application must be made as provided for in this Article.

**Section 8.** Members of the Association of any grade shall support the Constitution and Bylaws of the Association and shall abide by the AACE Canons of Ethics. Any member who violates the Constitution and/or Bylaws or the Canons of Ethics, or is guilty of conduct prejudicial to the best interests of the Association or of the engineering profession may be expelled by a two-thirds vote of the Board. Charges against a member shall be prepared in writing and filed with the Vice President-Administration. If the charges are deemed substantive by the Board, a hearing shall be held by the Board upon reasonable advance notification to the member but in any case within 90 days after receipt of the charges by the Board. The member shall have the opportunity of presenting an answer to the charges at the hearing.

### ARTICLE II—NOMINATION AND ELECTION OF OFFICERS AND DIRECTORS

**Section 1.** The President, subject to the approval of the Board, shall appoint a Nominating Committee consisting of a Chair and four or more Members, at the Board of Directors meeting at the end of each annual meeting.

**Section 2.** The Nominating Committee shall be responsible for: (a) selecting one or more nominees for each office, (b) obtaining the consent of each nominee to serve if elected, and (c) securing biographical data of each nominee. The entire slate of candidates, complete with biographical data, shall be sent by the Nominating Committee to the Vice President-Administration no later than October 31st of each year.

**Section 3.** The Nominating Committee's slate of candidates, complete with biographical data, shall be made available to the membership along with information regarding nominations by petition no later than November 15th of each year.

**Section 4.** Other nominations for the office of Director or the office of an Officer of the Association except for the positions of Vice President Technical Board, Vice President Education Board, Vice President Certification Board, Vice President-North America Membership Board, Vice President-International Membership Board, and Vice President-Marketing Board may be made by petition signed by at least twenty Members in good standing. The petitioners shall be responsible for (a) obtaining in writing the agreement of the nominee to serve if elected, (b) securing the biographical data of the

nominee, (c) submitting the petitions, the agreement, and the biographical data to be received by the Vice President-Administration no later than December 15th of each year. Each candidate's name and biographical data shall be made available to the membership no later than December 31st of each year.

**Section 5.** Election of Officers and Directors required to be voted upon shall be by ballot vote, as approved by the Board of Directors.

**Section 6.** The official election ballot for Officers shall be made available to each Member from February 1st through March 15th of each year. Each voter shall properly signify on the ballot the voter's choice for the various Officers and transmit it to the Vice President-Administration.

**Section 7.** On March 17th of each year, all ballots received shall be delivered to the tellers for counting.

**Section 8.** The President shall appoint two or more tellers who shall count the ballots and report the results to the Board no later than March 20th of each year. Those candidates receiving the greatest number of votes cast shall be elected. In case of a tie vote, the office shall be filled by the Board from among those tied for the office. The outgoing President shall see that the entire membership is advised of the results.

### ARTICLE III—DUTIES OF OFFICERS AND DIRECTORS

**Section 1.** The President is the chief executive officer of the Association. The President shall preside at all business meetings of the Association and of the Board, and shall be responsible for administering the affairs of the Association according to the policies and regulations established by the Board.

**Section 2.** The President-Elect shall act for the President whenever the President is unable to perform his or her duties.

**Section 3.** The Past President shall act for the President or President-Elect whenever either is unable to perform his or her duties. Additionally, the Past President shall chair the Nominating and Awards Committees.

**Section 4.** The Vice President-Technical Board, the Vice President-Education Board, the Vice President-Certification Board, the Vice President-North America Membership Board, the Vice President-International Membership Board, and the Vice President Marketing Board shall have the responsibility to represent the issues and concerns of their respective associate boards to the Board of Directors and to communicate the issues and concerns of the Board of Directors to their respective associate boards.

**Section 5.** The Vice President-Administration shall be corporate secretary and legal officer of the Association, shall be responsible for membership services, keeping minutes for the meetings of the Association and the Board, maintaining a roll of members, conducting all official correspondence of the Association, organizing ballots required to be submitted to the membership, and overseeing the administrative functions of the headquarters office.

**Section 6.** The Vice President-Finance shall have charge of the funds of the Association, shall disburse same upon the authorization of the

# RECOMMENDED CHANGES TO THE CONSTITUTION & BYLAWS

## VOTE FOR OR AGAINST

Board, and shall arrange for the annual audit of the Association accounts. He or she shall report to the Board annually or more often if requested.

**Section 7.** With approval of the Board, the Vice President-Administration and the Vice President-Finance may delegate certain of their duties to the Executive Director/Chief Executive Officer.

**Section 8.** The Board of Directors shall meet at least twice a year on the call of the President or any four members of the Board. The Board shall have power to make such regulations not inconsistent with the Constitution and Bylaws, as shall be necessary for the protection of the property of the Association and for the preservation of good order in the conduct of the affairs. It shall also be the duty of the said Board to present business for the action of the Association. It shall have no power to make the Association liable for debts amounting to more than half of the amount in the treasury, in cash, and not subject to prior liabilities.

**Section 9.** AACE shall indemnify each person (or heirs, executors, and administrators) made a party to an action or proceeding (criminal or civil) because of service as an officer, trustee, or employee of AACE or as a member of an AACE board or committee. At the discretion of the Board of Directors, AACE may also indemnify those threatened with such action because of such service. Indemnification shall not apply to proceedings by or for AACE to procure a judgment in its favor. Indemnification applies to judgments, fines, amounts paid in settlement and reasonable expenses (including attorney's fee resulting from such proceedings or any appeals), provided the person acted in good faith in what was believed to be the best interest of AACE and had no cause to believe the conduct to be unlawful. This right of indemnification shall not exclude other rights to which such a person may be entitled by law.

### ARTICLE IV—EXECUTIVE DIRECTOR/CHIEF EXECUTIVE OFFICER

**Section 1.** The Executive Director/Chief Executive Officer shall perform such duties as specified in Board approved procedures and shall render to the Board quarterly reports, or at such other frequency as the Board may determine, regarding the Executive Director/Chief Executive Officer's duties and the activities of headquarters.

### ARTICLE V—COMMITTEES

**Section 1.** The Standing Committees of the Association shall include (a) Executive Committee, (b) Awards, (c) Constitution and Bylaws, (d) Nominating and (e) Ethics.

**Section 2.** The Executive Committee: Within the Board of Directors there shall be an Executive Committee comprised of the following officer positions: President, President-Elect, Past President, Vice President-Finance, Vice President- Administration, and Executive Director/Chief Executive Officer. The Executive Director/Chief Executive Officer shall have voice but no vote on the Executive Committee. The purpose of the Executive Committee is to facilitate necessary administrative and executive functions that require Board of Directors approval. The Executive Committee may meet as needed and shall be convened by the President with a minimum notice of five working days. A quorum of a least four of the Executive Committee must be present to conduct Executive Committee

business. The agenda for any scheduled Executive Committee will be distributed to all members of the Board of Directors at least 24 hours in advance of any scheduled meeting. The Vice President-Administration shall distribute minutes of any Executive Committee meeting to the entire Board of Directors specifying any recommended actions by the Board of Directors within five working days of the meeting being held.

The Executive Committee shall be empowered to recommend action on agenda items to the entire Board of Directors. Recommended actions by the Executive Committee shall not take effect until the approved motion has been approved by a simple majority of the entire Board of Directors by ballot administered by the Vice President-Administration. Actions that do not receive a simple majority affirmative vote may be considered on at the next regularly scheduled meeting of the Board of Directors provided a motion is made and seconded by a member of the Board of Directors. Such motions may be approved providing they meet the applicable constitution, bylaws or policy voting requirements for the motion submitted for consideration.

**Section 3.** The Awards Committee and the Nominating Committee shall report to the President. The Constitution and Bylaws Committee shall report to the Vice President-Administration. The Ethics Committee shall report to the President. All other committees shall report to an Officer or Director as designated by the President.

**Section 4.** It shall be the function of the Awards Committee to select as recipient for an annual Association awards to be announced and distributed at the annual meeting.

**Section 5.** It shall be the function of the Constitution and Bylaws Committee to advise the Board about proposed changes either in the Constitution or the Bylaws.

**Section 6.** It shall be the function of the Ethics Committee to advise the Board concerning actions in response to members or certificants who are in violation of the Canons of Ethics, the Constitution and Bylaws, or the policies of the Association.

**Section 7.** Other committees shall be established by the Board for the purpose of effectively managing the affairs of the Association. Such committees shall report to the appropriate officer or director.

**Section 8.** Committee Chairs, upon recommendation of the responsible Officer, shall be appointed by the President subject to approval of the Board annually, running concurrently with the term of the President.

**Section 9.** Committee members;

1. Except where otherwise specified in the Bylaws, members of all committees, upon recommendation by the respective committee chair, shall be appointed by the responsible Officer with approval by the President.
2. Members of the Awards Committee, upon recommendation of the Committee Chair, shall be appointed by the President subject to the approval of the Board.

**Section 10.** Members of committees shall be appointed to terms of office, nominally one year, running concurrently with the term of the President of the Association. Members of committees shall be eligible

# RECOMMENDED CHANGES TO THE CONSTITUTION & BYLAWS

## VOTE FOR OR AGAINST

to serve any number of successive terms to which they are appointed.

**Section 11.** Committees of the Association shall devise their own rules of procedure and adopt the same, subject to compliance with this Constitution and Bylaws and the approval of the Board.

**Section 12.** The President, with the approval of the Board, may appoint Ad Hoc Committees or Task Forces for special assignments. Such committees may be discharged at the discretion of the President.

### ARTICLE VI—ASSOCIATE BOARDS

**Section 1.** The standing Associate Boards shall be (a) Education (b) Certification, (c) Technical, (d) Membership, and (e) Marketing.

**Section 2.** The Education Board shall be responsible for providing educational opportunities for the advancement of cost engineering and cost management. The Education Board shall plan, facilitate the development of, promote, and monitor the Association educational programs, including the scholarship program.

**Section 3.** The Certification Board shall plan, direct, and administer the AACE International Certification Program.

**Section 4.** The Technical board shall be responsible for technical products and activities of the Association. The Technical Board shall plan, facilitate, and promote technical research, publications, standard or recommended methods, forms, procedures, terminology, and data pertaining to cost management and cost engineering.

**Section 5.** The Membership Board shall promote the growth of global membership in the Association and the acquisition and active participation of members in the activities of the Association as the Section, regional, and international levels. Regional Directors are members of the Membership Board.

**Section 6.** The Marketing Board shall steward AACE's brand and image, and assure that the Association maintains proactive and focused short-term and long-term marketing strategies and efforts for AACE's portfolio of products and services to include membership acquisition and retention, certifications, technical and educational products and programs.

**Section 7.** Certification, Education, Technical, Membership, and Marketing Associate Board chairs shall be appointed by the President, subject to the approval of the Board of Directors annually.

**Section 8.** Associate Board Members, with the exception of Regional Directors which are elected by general ballot, upon the recommendation by the respective Associate Board Chair shall be appointed by the President, and approved by the Board of Directors annually.

**Section 9.** Associate Boards of the Association shall devise their own rules of procedure and adopt the same, subject to compliance with this Constitution and Bylaws and the approval of the Board.

### ARTICLE VII—SECTIONS

**Section 1.** Application for the establishment of a Section, including Student Sections, shall be made to the Association by a petition

signed by at least five (5) members residing within the boundaries of the proposed Section.

**Section 2.** The application for recognition shall include the proposed title of the Section, Sectional boundaries, the proposed Bylaws, together with such other information as may be directed by the Board. The Bylaws of the Section shall be in harmony with the Constitution and Bylaws of the Association.

**Section 3.** Such Sections as may be organized shall be identified by titles appropriately identifying the geographical areas they serve. A Section's geographical area will reside 100% within the boundaries of a single Region.

**Section 4.** Applications processed through the Membership Associate Board and approved by the Vice President-Administration shall be transmitted to the Board for appropriate action.

**Section 5.** The favorable vote by a majority of the Board Members present at a duly constituted meeting of the Board shall be required for approval to establish a Section (an Affiliated Section).

**Section 6.** The Board shall notify the petitioners of its action.

**Section 7.** At its discretion, the Board may redefine the boundaries of any Section.

**Section 8.** The Section is accountable to the Board for all its actions. Financial operations of a Section shall be handled entirely within the Section.

**Section 9.** Sections shall not commit the Association unless specifically authorized by the Board.

**Section 10.** Recognition of any Section may be withdrawn by the Board if, in its opinion, the Section is not serving the best interests of the Association.

**Section 11.** Under no circumstances will an individual be allowed to be a member of a Section without at the same time being a member of the Association.

### ARTICLE VIII—MEETINGS

**Section 1.** Meetings of the Association shall be called by the President upon approval of the Board or may be called by a majority of the Board.

**Section 2.** Notices of the time and place of each meeting and general information shall be sent to all members. Such notices, except in case of urgency, shall be sent not less than sixty days before the meeting.

**Section 3.** At any meeting any procedural question requiring parliamentary ruling not provided for in the Constitution or Bylaws shall be decided in accordance with Roberts' Rules of Order, Revised.

**Section 4.** A quorum of the Board shall consist of a majority of the Board. For calculation of a quorum, and for all voting by the Board of Directors or any Committee, Task Force or Ad Hoc Committee of the Board of Directors, telephonic participation as well as physical presence shall be considered present.

# RECOMMENDED CHANGES TO THE CONSTITUTION & BYLAWS

## VOTE FOR OR AGAINST

### ARTICLE IX—FINANCIAL

**Section 1.** The schedule of annual dues for members of various grades shall be fixed by a two-thirds vote of the entire Board. Changes in the annual dues schedule shall become effective at the beginning of the ensuing fiscal year.

**Section 2.** Section dues shall be collected by the Vice President-Finance. The Vice President-Finance shall then forward dues to the Section.

**Section 3.** The fiscal year of the Association shall begin on January 1 and terminate on December 31. Annual dues shall be payable in advance on the first day of the fiscal year, and it shall be the duty of the Vice President-Administration to notify each Member on or before such date of the amount due for the ensuing fiscal year.

### ARTICLE X—PROCEDURE FOR AMENDING THE CONSTITUTION AND BYLAWS

**Section 1.** Recommendations for consideration by the Constitution and Bylaws Committee may be petitions signed by at least ten (10) Members, requests from the Board, or items generated by the Committee itself.

**Section 2.** The Constitution and Bylaws Committee shall consider all proposals submitted and inform the Board before its next scheduled meeting that it: (a) favors the proposal as presented; (b) favors the proposal with suggested changes, or (c) is not in favor of the proposal.

**Section 3.** After petitioners have been informed of the Board's opinion, they may withdraw their proposal or decide to submit it to a vote of the membership either in its original form or with the changes suggested by the Board.

**Section 4.** A proposal to amend the Constitution and Bylaws, having been approved by the Board or having met the requirements of this Article, shall be submitted to the Vice President-Administration who shall place the proposed amendment on official ballot.

**Section 5.** The Vice President-Administration shall make available an official ballot along with the Board's recommendation for approval or disapproval to all Members.

**Section 6.** Each voter shall properly signify on the ballot the voter's choice for approval or disapproval of the amendment and return the ballot as instructed. The Vice President-Administration receives the ballots or vote totals by the date specified, which date shall be no earlier than one and one-half months from the date the ballots are sent by the Vice President-Administration.

**Section 7.** The President shall appoint two or more tellers who shall count the ballots and report the results to the Board at the next Board meeting.

**Section 8.** The Board, through the President, shall declare adopted any proposed amendment to the Constitution and Bylaws that receives the specified affirmative vote.

**Section 9.** Amendments to the Constitution and Bylaws shall become effective at the close of the Board meeting following their adoption.

### ARTICLE XI—AMENDMENTS

**Section 1.** An affirmative vote of two-thirds of the valid votes cast shall be required for adoption of an amendment to the Bylaws.

**Section 2.** The Board may number and renumber the various Articles and Sections of the Bylaws to facilitate ready reference.