AACE INTERNATIONAL APPOINTS DONALD MCDONALD AS FIRST ETHICS CHAIR AND APPROVES ETHICS COMMITTEE CHARTER
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AACE International Presents is a series of webinars, linked to a discussion forum, featuring some of the most popular presentations and presenters from past Annual Meetings. Normally a member-only benefit this AACE Presents webinar is available to readers of the Source only for the month of April 2012.

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In my current job, which is mostly sales-oriented, I spend a lot more time reading and responding to requests for proposals (RFPs) than I ever did before. As a result, I am increasingly aware of the kind of qualifications and experience that public owners are looking for when soliciting project support services, either on a staff augmentation basis or in support of a more discrete scope of work.

One belief I have long maintained is that the requirement for professional certifications should be a key component of these kinds of RFPs, of course with AACE’s being first and foremost when the services being solicited are focused on cost engineering/project controls. In the past few years, we have seen both the US Army Corps of Engineers and the US Coast Guard include provisions in their solicitations pertaining to AACE certifications, but in the past month alone I was happy to add two new public owners to this list: one state/local—L.A. County Metropolitan Transportation Authority (LACMTA); and one federal—Naval Facilities Command, Southwest Division (NAVFAC S.W.).

The verbiage that LACMTA has included in their current RFP for project management services is definitely a step in the right direction—in the section where they address required qualifications for the project controls/estimating positions, it states that AACE certifications are “desirable.” NAVFAC S.W. on the other hand, in soliciting firms to provide cost engineering and value engineering services, decided to make either AACE or ASPE certification a requirement:

“The prime contractor must have one or more engineers/architects employed within their office that is/are certified by either [AACE] as Certified Cost Engineer (CCE), Certified Cost Consultant (CCC), or the American Society of Professional Estimators (ASPE) as Certified Professional Estimator (CPE).”

The fact that NAVFAC S.W. didn’t also include our Certified Estimating Professional (CEP) in this list doesn’t really come as a surprise to me. I have realized in the past year that most of AACE’s “specialty certifications” like the CEP are still not as

This recent expanded recognition of AACE certifications by public owners will really help to set the table for our upcoming “Federal Agency Roundtable on Total Cost Management,” which will be in Washington, DC on April 13. For more information on the Leadership Conference, go to: www.aacei.org/mtgs/ldrconf/
well-known as we would like them to be, and getting the word out to the rest of industry about them will continue to be a priority for the Association moving forward.

This recently expanded recognition of AACE certifications by public owners will really help to set the table for our upcoming “Federal Agency Roundtable on Total Cost Management,” which will be in Washington, DC, on April 13. The event is being expertly coordinated by our Government Liaison Chair Kim Hunter, EVP, a retired Marine officer a former professor at the Defense Acquisition University (DAU). The following day, April 14, will be our Third Annual Leadership Conference, a joint effort of the Diversity Task Force, Women in Project Controls Committee, Young Professionals Committee, and Mentoring Advisory Committee. For more information on the conference, go to http://www.aacei.org/mtgs/ldrconf/.

Since our next Board of Directors meeting will be the 15th and 16th of April, most of the current Board will be attendance at the conference, and I definitely encourage you to share your thoughts and observations with us in person if you plan on attending. The cherry blossoms should still be in full bloom, so there’s no better time of year to be in our nation’s capital—I certainly hope to see you there.

If you would like to contact our current president with questions or comments about The President’s Message please address your e-mail to president@aacei.org. To engage in other discussions, check out AACE International’s Online Forums at www.aacei.org/forums.
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Voters elected a President-Elect; Vice President-Finance; Vice President-Regions; and Director-Region in Regions 1, 2, 4, 7 and 9. Also on the ballot was a Constitution Amendment establishing a two-thirds voter approval as the required level for both Constitution and Bylaws amendments to pass and be implemented.

**PRESIDENT-ELECT**
John J. Ciccarelli, PE CCE PSP

**VICE PRESIDENT-FINANCE**
John C. Livengood, CFCC PSP

**VICE PRESIDENT-REGIONS**
Julie K. Owen, CCC PSP
Constitution Amendment Provision Overwhelmingly Approved

An amendment to the AACE International Constitution to make the voting requirement to amend the constitution and bylaws both two-thirds passed with 94% casting an affirmative vote. The measure was endorsed by the Board of Directors.

According to Steve Revay, chair of the Nominating Committee, “The inconsistency between the Constitution and the Bylaws had the potential of creating a situation where amendments affecting both documents could be approved to change the Bylaws but fail to reach the threshold to amend the Constitution.” The Board of Directors believed that requiring the two/thirds affirmative vote of all votes cast to amend the Constitution and the Bylaws provides safeguards to assure a consensus exists while giving the Association reasonable flexibility to adapt its governing documents to new opportunities and challenges in the future. It appears that an overwhelming consensus of our members shared that opinion as well. The new language of the Constitution will be:

“Section 2. An affirmative vote of two-thirds of the valid votes cast shall be required for adoption of an amendment to the Constitution.”
ACE International has created a new Ethics Committee and Appeals Panel to address alleged violations of the Canons of Ethics that all AACE International members and certificate holders must abide by. The Board of Directors appointed Donald McDonald, PE CCE PSP, as the first Ethics Committee chair. According to AACE President Michael Nosbisch, CCC PSP, “We are delighted that Donald has agreed to apply his experience and knowledge of the association to this important new initiative. The respect he has earned from his service and contributions throughout his distinguished career will quickly establish the prestige and integrity of the Ethics Committee and the processes they have created to maintain the integrity of the Canons of Ethics while safeguarding individual member’s rights.”

The Board of Directors recently approved a new ethics complaint process that will be administered by the Ethics Committee. The complaint process provides a comprehensive system designed to preserve the integrity of the Canons of Ethics, while protecting the rights of a member or certification holder by assuring proper due process to the alleged violator. The revised Canons of Ethics were approved in July 2011 and became effective January 1, 2012, after being widely publicized within the total cost management community over the last six months.

While creating the Ethics Committee, the Board of Directors approved an Ethics Committee charter that includes the following provisions:

- AACE International’s (“AACE”) Ethics Committee is charged with investigating and delivering a resolution of all formal allegations of violations (a “Complaint”) of AACE’s Canons of Ethics. The Ethics Committee is also charged with the responsibility of promoting adherence and enforcement of AACE’s Canons of Ethics.
- The span of authority for the Ethics Committee begins once a formal complaint is properly filed with AACE and ends with a Final Determination issued. While the Ethics Committee may assist by providing factual information in any subsequent Appeal of its Final Determination, all subsequent action becomes a matter for the Ethics Appeal Panel.
- AACE’s Ethics Appeal Panel is charged with investigating and making a determination for resolution of all appeals (an “Appeal”) which may arise from a Final Determination issued by the Ethics Committee. The span of authority for the Appeals Panel begins only upon filing with AACE of a formal Notice of Appeal and ends with an Appeal Decision issued by the Appeals Panel.
- While the Ethics Committee and Appeals Panel Chairs are standing members designated by the Association, the members who comprise each Committee and Panel established to investigate and deliberate on a particular ethics complaint are sourced...
from a common standing Pool. The Ethics Pool is comprised of AACE members who have been approved by the Board of Directors and have agreed to serve on an as needed basis to support the work of the Committee and Panel.

To review the entire Ethics Committee Charter, go to www.aacei.org/mbr/ethics/.

The critical first step in the ethics complaint process is the completion of the AACE International Ethics Complaint Form. The complaint process specifies that no complaint will be considered unless all required information regarding the alleged ethics violation has been provided and a written summary of the alleged violation and appropriate supporting evidence has been provided to the Ethics Committee in writing for review. The official ethics complaint form may be reviewed here.

Once the ethics complaint form has been received by the Ethics Committee, the formal ethics process and procedure system begins. This process, described in detail in 12-pages, outlines the reporting time frames, expectations and safeguards for the alleged violator. This document delineates exactly how a complaint may be filed, what must be included in the complaint and specifically prohibits action on anonymous complaints. The document also outlines the process for preliminary investigations into the allegations, the procedure for formal investigation and the parameters for ethics hearings and committee deliberations. It also establishes reasonable notification requirements and outlines the various public and private sanctions available to the Ethics Committee. These private and public sanctions range from finding no action is warranted to permanent revoking of membership status or use of the certification.

The process and procedures also delineate an appeals process that an alleged violator may request. The process outlines the process and procedures for selecting an impartial Appeals Panel and the timetable for moving through the appeals process. To review the Ethics Complaint Procedure, click here.

As part of creating the process, the Board of Directors approved an initial “pool” of individuals who can be called upon to sit on the Ethics Committee as needed. Individuals currently serving on the Board of Directors may not participate on the Ethics Committee or Ethics Panel during their active term of office. To see a roster of current Ethics Committee members, go to: www.aacei.org/mbr/ethics/.

“We believe that this new ethics committee and its charter and will provide a higher profile for the significance of our Canons of Ethics and the importance we place on it as a professional association,” commented Mike Nosbisch. “We believe we have a system in place that protects our members from frivolous allegations while giving us the tools to protect the intent of the Canons of Ethics.”

FISCAL YEAR 2012 BUDGET OVERVIEW

In accordance with operations policies, on Nov. 17, 2011, the AACE International Board of Directors approved the Fiscal Year 2012 budget projecting $3,113,053 in income and $3,129,896 in expenses for a net operating deficit of $16,843.

According to VP Finance John J. Ciccarelli, PE CCE PSP, AACE International’s budgeting philosophy continues to employ the conservative revenue assumptions and the use of underlying cost factors in projecting expenses that were used last year to develop the FY2011 budget. Ciccarelli cited the example of using no net growth in membership in 2012, compared to 2011, as an example of this conservative approach (while noting that net association membership increased by 5.6% in 2011, and more than 50% in the past seven years).

Ciccarelli commented that the slight deficit projected in the FY2012 operating budget is reasonable considering the following:

- the Association’s strong investment reserves;
- its multiple year pattern of exceeding budget expectations;
- the momentum created in key revenue producing areas such as membership, certification, and Annual Meeting registrations; and
- the exclusion of interest and investment revenue from the FY2012 revenue projections.

This prudent approach helped us report a preliminary year-end FY2011 that was $7,021 better than projected. The amended approved budget for FY2011 called for gross income of $2,765,043 and gross expenses of $2,798,499 for a planned deficit of $33,456. Actual gross income was $2,837,390 while gross expenses totaled $2,885,760, creating a net deficit of $48,370. Ciccarelli noted that, considering this deficit includes a $22,867 loss in investment income, this was a positive variance against the anticipated deficit budgeted for FY2011.

Ciccarelli also noted that the reported loss for 2011 included the one-time legal fees and expenses associated with the move to the new headquarters office.

Ciccarelli stated that the FY2012 budget approval process, “Was very efficient and completed timely as we used the process established last year and just like last year, the Board was able to fulfill almost every funding request and provide funds to implement expanded programs and initiatives, like the International Total Cost Management Conference, to meet the needs of the AACE membership.”

To view a graph of the FY2012 budget, please visit www.aacei.org/mbr/news/2012/2012-01-24.shtml.
The AACE International

CANONS OF ETHICS

(Effective from January 1, 2012)

• Introduction
• I. Relations With the Public
• II. Relations With Employers and Clients
• III. Relations With Other Professionals
• IV. Standards of Professional Performance

Introduction

The AACE member, to uphold and advance the honor and dignity of Cost Engineering and the Cost Management profession and in keeping with the high standards of ethical conduct will (1) be honest and impartial and will serve employer, clients, and the public with devotion; (2) strive to increase the competence and prestige of their profession; and (3) will apply knowledge and skill to advance human welfare.

I. Relations With the Public

A. Members will hold paramount the safety, health, and welfare of the public, including that of future generations.

B. Members will endeavor to extend public knowledge and appreciation of cost engineering and cost management and its achievements, and will oppose any untrue, unsupported, or exaggerated statements regarding cost engineering and cost management.

C. Members will be dignified and modest, ever upholding the honor and dignity of their profession, and will refrain from self-laudatory advertising.

D. Members will express an opinion on a cost engineering or cost management subject only when it is founded on adequate knowledge and honest conviction.

E. On cost engineering or cost management matters, members will issue no statements, criticisms, or arguments that are inspired or paid for by an interested party or parties, unless they preface their comments by identifying themselves, by disclosing the identities of the party or parties on whose behalf they are speaking, and by revealing the existence of any pecuniary interest they may have in matters under discussion.

F. Members will approve or seal only those documents, reviewed or prepared by them, which are determined to be safe for public health and welfare in conformity with accepted cost engineering, cost management and economic standards.

G. Members whose judgment is overruled under circumstances where the safety, health, and welfare of the public are endangered shall inform their clients or employers of the possible consequences.

H. Members will work through professional societies to encourage and support others who follow these concepts.

I. Members will work only with those who follow these concepts.

J. Members shall be objective and truthful in professional reports, statements, or testimony. They shall include all relevant and pertinent information in such reports, statements, and testimony.
II. Relations With Employers and Clients

A. Members will act in all matters as a faithful agent or trustee for each employer or client.

B. Members will act fairly and justly toward vendors and contractors and will not accept any commissions or allowances from vendors or contractors, directly or indirectly.

C. Members will inform their employer or client of financial interest in any potential vendor or contractor, or in any invention, machine, or apparatus that is involved in a project or work for either employer or client. Members will not allow such interest to affect any decisions regarding cost engineering or cost management services that they may be called upon to perform.

D. When, as a result of their studies, members believe a project(s) will not be successful, or if their cost engineering and cost management or economic judgment is overruled, they shall so advise their employer or client.

E. Members will undertake only those cost engineering and cost management assignments for which they are qualified. Members will engage or advise their employers or clients to engage specialists whenever their employer’s or client’s interests are served best by such an arrangement. Members will cooperate fully with specialists so engaged.

F. Members shall treat information coming to them in the course of their assignments as confidential and shall not use such information as a means of making personal profit if such action is adverse to the interests of their clients, their employers, or the public.
   1. Members will not disclose confidential information concerning the business affairs or technical processes of any present or former employer or client or bidder under evaluation, without consent, unless required by law.
   2. Members shall not reveal confidential information or finding of any commission or board of which they are members, unless required by law.
   3. Members shall not duplicate for others, without express permission of the client(s), designs, calculations, sketches, etc., supplied to them by clients.
   4. Members shall not use confidential information coming to them in the course of their assignments as a means of making personal profit if such action is adverse to the interests of their clients, employers, or the public.

G. Members will not accept compensation—financial or otherwise—from more than one party for the same service, or for other services pertaining to the same work, without the consent of all interested parties.

H. Employed members will engage in supplementary employment or consulting practice only with the consent of their employer.

I. Members shall not use equipment, supplies, laboratory, or office facilities of their employers to carry on outside private practice without the consent of their employers.

J. Members shall not solicit a contract from a governmental body on which a principal officer or employee of their organization serves as a member.

K. Members shall act with fairness and justice to all parties when administering a construction (or other) contract.

L. Before undertaking work for others in which the member may make improvements, plans, designs, inventions, or records that may justify copyrights or patents, the member shall enter into a positive agreement regarding the rights of respective parties.
M. Members shall admit and accept their own errors when proven wrong and refrain from distorting or altering the facts to justify their decisions.

N. Members shall not attempt to attract an employee from another employer by false or misleading representations.

O. Members shall act in professional matters for each employer or client as faithful agents or trustees and shall avoid conflicts of interest.

1. Members shall avoid all known or potential conflicts of interest with their employers or clients and shall promptly inform their employers or clients of any business association, interests, or circumstances that could influence their judgment or the quality of their services.

2. Members shall not solicit or accept gratuities, directly or indirectly, from contractors, their agents, or other parties dealing with their clients or employers in connection with work for which they are responsible.

III. Relations With Other Professionals

A. Members will take care that credit for cost engineering and cost management work is given to those to whom credit is properly due.

B. Members will provide prospective employees with complete information on working conditions and their proposed status of employment. After employment begins, they will keep the employee informed of any changes in status and working conditions.

C. Members will uphold the principle of appropriate and adequate compensation for those engaged in cost engineering and cost management work, including those in subordinate capacities.

D. Members will endeavor to provide opportunity for the professional development and advancement of individuals in their employ or under their supervision.

E. Members will not attempt to supplant other cost engineers or cost management professionals in a particular employment after becoming aware that definite steps have been taken toward the others’ employment or after they have been employed.

F. Members shall not maliciously or falsely, directly or indirectly, injure the professional reputation, prospects, practice, or employment of another, nor shall they indiscriminately criticize another’s work. Proof that another cost professional has been unethical, illegal, or unfair in his/her practice shall be cause for advising the proper authority.

G. Members will not compete unfairly with other cost professionals.

H. Members will cooperate in advancing the cost engineering and cost management profession by interchanging information and experience with other cost professionals and students, by contributing to public communication media and to cost engineering, cost management and scientific societies and schools.

I. Members will not request, propose, or accept professional commissions on a contingent basis under circumstances that compromise their professional judgments.

J. Members will not falsify or permit misrepresentation of their own or their associates’ academic or professional qualifications. They shall not misrepresent or exaggerate their degrees or responsibility in or for the subject matter of prior assignments. Brochures or other presentations incident to the solicitation of employment shall not misrepresent pertinent facts concerning employers, employees, associates, joint ventures, accomplishments, or membership in technical societies.
K. Members will prepare articles for the lay or technical press that are only factual, dignified, and free from ostentatious or laudatory implications. Such articles shall not imply credit to the cost professionals for other than their direct participation in the work described unless credit is given to others for their share of the work.

L. 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.

IV. Standards of Professional Performance

A. Members shall be dignified and modest in explaining their work and merit and will avoid any act tending to promote their own interests at the expense of the integrity, honor, and dignity of the profession.

B. Members, when serving as expert witnesses, shall express a cost engineering and cost management opinion only when it is founded upon adequate knowledge of the facts, upon a background of technical competence, and upon honest conviction.

C. Members shall continue their professional development throughout their careers and shall provide opportunities for the professional development of those cost professionals under their supervision.

1. Members should keep current in their specialty fields by engaging in professional practice, participating in continuing education courses, reading in the technical literature, and attending professional meetings and seminars.

2. Members should encourage their cost engineering and cost management employees to become certified at the earliest possible date.

3. Members should encourage their cost engineering and cost management employees to attend and present papers at professional and technical society meetings.

4. Members shall uphold the principle of mutually satisfying relationships between employers and employees with respect to terms of employment including professional grade descriptions, salary ranges, and fringe benefits.
Three new and several revised AACE International Recommended Practices (RPs) have been issued by the Technical Board, according to Chair Larry Dysart. “Our Recommended Practices are the main technical foundation of our educational and certification products and services. The Recommended Practices augment the TCM Framework by providing an additional level of detail for particular subject areas. All of AACE’s RPs have been subjected to a rigorous multi-stage review process, including a full public peer review, and finally recommended for use by the AACE International Technical Board,” Dysart commented.

While AACE International makes our Recommended Practices available for free to anyone interested in the practice of total cost management, we do not authorize the reproduction or posting of the Recommended Practices without specific written permission. AACE International will readily approve other organizations to create a link or make reference to the documents. This practice assuages that individuals and organizations reference only the current versions of these valuable resources. For permission to reproduce or post any of the AACE Recommended Practices, please send an e-mail to editor@aacei.org.

Dysart emphasized that while AACE International offers non-members the opportunity to access the current version of the Total Cost Management Framework without charge from our website, the Technical Board released the Visual Total Cost Management Framework in June 2011 as primarily a members-only benefit. According to Dysart, “Visual TCM (VTCM) graphically demonstrates the integration of the strategic asset management (SAM) and project controls (PC) process maps of the TCM Framework. The Visual TCM application has been designed to provide a dynamic view of the TCM processes, from the overall strategy process maps to the mid-level processes and detailed activities. It is an exceptionally useful tool for AACE International members and will be expanded in the future to enhance its value.”

Here is a summary of the most recent changes made to the Recommended Practices:

- **10S-90, Cost Engineering Terminology (REVISED)**
  This December 13, 2011 update adds over 160 new and revised terms and definitions mainly in the area of decision and risk management.
- **17R-97, Cost Estimate Classification System (REVISED);**
- **18R-97, Cost Estimate Classification System – As Applied in Engineering, Procurement, and Construction for the Process Industries (REVISED);** and
- **56R-08, Cost Estimate Classification System – As Applied in the Building and General Construction Industries (NEW)**

Although two of our cost estimate classification system RPs (17R-97 and 18R-97) have been available for some time now, we are pleased to announce that they have been extended to the building and general construction industries as well, with the new publication of 56R-08. In addition, all three estimate clas-
sification RPs have been updated to provide additional clarification and a greater degree of consistency and integration.

- **39R-06, Project Planning – As Applied in Engineering and Construction for Capital Projects** *(NEW)*
  This new recommended practice focuses on the elements of project planning: who, what, where, when, and how. It also covers the actions required by members of the project team in order to translate that planning effort into a useful project plan that will serve as a management navigation tool to guide the project team to successful project completion. It also discusses the actions required by the engineering and construction project team after the development of the clients' business requirements, business case, alternatives and assumptions.

- **60R-10, Developing the Project Controls Plan** *(NEW)*
  The intent of this new RP is to improve the communication among stakeholders involved with preparing, evaluating, and using project controls information. It defines the overall development, implementation and management of a project controls plan. This deliverable can be included as part of an overall project execution plan (PEP), or considered a stand-alone document that describes specific approaches that each functional entity will use (engineering, procurement, construction, safety, quality, etc.). The project controls plan describes specific processes, procedures, tools and systems that guide and support effective project control. The plan is a narrative or qualitative representation of the project control process, while the estimate, budget, schedule, etc. represent the quantitative aspects. Organizations may use this RP to develop a fit-for-use template as a model document, which is further customized for each specific project.

43R-08, **Risk Analysis and Contingency Determination Using Parametric Estimating - Example Models as Applied for the Process Industries** *(REVISED)*
This revised recommended practice is an addendum to the 42R-08, Risk Analysis and Contingency Determination Using Parametric Estimating. It provides three working (Microsoft Excel®) examples of established, empirically-based process industry models of the type covered by the base RP; two for cost and one for construction schedule. The example models are intended as educational and developmental resources; prior to their use for actual risk analysis and contingency estimating, users must study the reference source documentation and calibrate and validate the models against their own experience.

These models posit plausible causal relationships between cost growth (i.e., contingency usage) and schedule slip and various risk systemic drivers such as the levels of development of process and project scope information and the level of process technology. They present similar empirical and quantitative analysis of the reasons for inaccurate estimates of capital costs and schedule duration and provide tools to improve assessment of the commercial prospects of projects at early stages of scope development and/or using advancing technologies.

These and all other AACE International RPs, as well as the Visual Total Cost Management Framework are available at [www.aacei.org/resources/rp](http://www.aacei.org/resources/rp).
If you are looking for in-depth professional development, you should consider attending one or more of the continuing education seminars that will be held at the San Antonio Annual Meeting. Every year, the Education Board offers a solid mix of our “tried and true” seminars that get the best reviews from students year after year, and new topics that address current issues. The 2012 program is no exception.

Do you need a review course before you sit for one of the certification examinations? Three courses will be on Thursday and Friday, July 5-6, that will cover the kinds of topics you might be tested on in the Certified Cost Consultant/Certified Cost Engineer (CCC/CCE), Planning and Scheduling Professional (PSP), or Earned Value Professional (EVP) exams. These courses will be two full days of lecture, case studies, workshops, and question/answer.

Because of the change in the Annual Meeting technical program schedule (starting on Sunday afternoon and ending at noon on Wednesday) the remaining courses will be a day and a half rather than the traditional two days. This means that attendees can get as much professional development training, attend as many presentations, and spend less time out of the office than ever before.

Our new courses this year include:

- The What, Why and How of Project Controls (Tony Werderitsch and Jim Krebs)
- Improving Integrated Program Management through the Use of Earned Value Management (Kim Hunter and Todd Johnston)
- Disaster Recovery Project Management (Randy Rapp)
- Construction Project Management and Control System Auditing Fundamentals (Sean Regan)

Popular courses that are being offered again are:

- Project Controls from the Owner’s Perspective (Steve Cabano and Paul Williams)
- Project Planning and Estimating Techniques (Parviz Rad)
- Estimating A to Z (Doug Leo)
- Advanced Project Controls from the Owner’s Perspective (Paul Williams and Steve Cabano)
- The Basics of Construction Claims (Jim Zack)
- Data Analysis, Statistical Modeling, and Estimate Review Techniques (Jim Whiteside)

For more information on these courses and instructors, including full course outlines, click this link:
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Go ahead. Expect growth.
ACE International’s Certification Program reports a 21 percent increase in actively certified individuals for 2011, compared to 2010 (see figure 1). As of December 31, 2011 AACE International has recorded 5,022 certifications issued, with currently 3,717 active (74 percent) and 1,305 inactive or expired (26 percent).

The Certification Program examined a total of 1,198 candidates in 2011, which is a 7 percent decrease from 2010. The slight decrease can be contributed to cancellations, no shows, or transfers to a future examination date. However, further statistics show the bigger contributor to the decline is the plagiarism policy which was adopted in January 2011 by the Certification board. The plagiarism policy prohibits anyone to sit for the CCC/CCE exam if their technical paper was found to contain unattributed material.

The number of individual exams given is listed in figure 2, along with the number of candidates who were successful in achieving their credentials.

**Certification Amnesty Program**

In August 2011, the Certification Board instituted an amnesty program, whereby expired certified individuals were given a one-time opportunity to regain their credentials until December 31, 2011. The invitation for this opportunity was sent to over 900 expired certificants, to which 90 individuals applied. To date, 80 individuals have successfully regained their AACE International credentials, while the remaining is pending for further information. The Board is pleased with the outcome of the Amnesty Program and happy to welcome back these individuals.
80 individuals.

**Computer Based Testing**

The Certification Board continues to make progress toward converting certification exams from pencil and paper to computer based testing (CBT). All certification examination questions have been psychometrically reviewed and entered into the main data bank of our CBT vendor. Currently, the Certification Board and our CBT vendor are preparing the exam layouts of our individual exams, including other aesthetic and technical aspects. The Certification Program is on target to offer computer based certification exams by January 1, 2013.

The Certification Board is pleased to experience another successful year and is looking forward to more. If you have any questions, please contact Penny Whoolery at pwhoolery@aacei.org.

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**NINTH REGION CREATED TO SERVE INTERNATIONAL SECTIONS**

**AACE BOARD OF DIRECTORS ALSO CREATE NEW AT-LARGE MEMBERSHIP CLASSIFICATION**

Looking back at 2011, the AACE International Board of Directors re-configured into nine regions, an increase from the previous eight regions. The reconfiguration leaves the six North American regions unchanged, but divided the two international regions into three more manageable territories for the region directors serving those entities.

The Board of Directors also converted the CyberSection members into a Members-At-Large.

“The expansion of our international regions from two to three is indicative of the growth of interest and activity in AACE International globally,” commented President Michael Nosbisch. “This action responds to the shifts in the marketplace that has led AACE International to now have approximately 26% of our membership outside of North America. This response, along with our decision to hold our first International Total Cost Management Conference in Dubai, UAE Nov. 14-15, is evidence of AACE International’s commitment to expanding services and involving our international members more fully in the governance of the Association.” In late 2011, the UAE was the largest section in AACE International.

In the election for 2012-13 Board of Directors, regular members in those sections in the newly reconfigured Region 7 and Region 9 will vote for the region directors who will represent them on the AACE International Board of Directors for two years beginning July 1, 2012. Region Eight will select its successor Region Director in 2013. Regular members eligible to vote may only vote for a Region Director candidate in the region where they have their primary section affiliation. The primary section affiliation, not residence or location of work, determines which region you may vote in. Voting in the 2012 election ended on March 15.

In the case of members-at-large, (formerly referred to as Cyber-Section members), each member-at-large is assigned to a specific region and may vote in the region. Individuals may request a transfer in their primary section affiliation or region affiliation at any time until December 31. Your section status as of midnight on Dec. 31, 2011, determined which region you were assigned to vote in for the 2012 election. Visit (http://www.aacei.org/mbr/sections/contacts.shtml) to view a visual representation of the new regional map with links to which specific sections are assigned to which region. The new Region Director for Region Nine will take office in July 2012.

In a related action, the Board of Directors changed the name of CyberSection members to Members-At-Large. All Members-At-Large will pay regular annual dues of $143 and may chose to belong to a region where the member is a permanent resident or where he or she is employed. At-large-members may opt to affiliate with an AACE section by notifying AACE International headquarters.”

“The term Member-At-Large provides a clearer description of this membership classification than “CyberSection”, commented Dennis Stork, Executive Director. “Members-At-Large enjoy all the benefits of membership, including access to our website’s member only provisions, a subscription to the Cost Engineering journal, discounts on publications and meetings, as well as the right to vote and hold office. Members-At-Large may affiliate with a local section for no additional fees.”

As a result of these and other actions taken in the past year, as of Jan. 1, all regular and associate members, including Members-At-Large, pay the same annual membership fee of $143 and have a common January 1-December 31 membership cycle. AACE International allocates $16.50 to the member’s primary section and these funds are paid to the section on a quarterly basis.

AACE International strongly encourages prospective members to join the nearest section serving where they work. Local section membership provides greater opportunities for professional development through section activities and networking options. By moving to a uniform fee structure for all regular and associate memberships, regardless of whether they belong to a section or are classified as members-at-large, the decision to join or not join a section is cost neutral to the new member which should lead to more new members opting to affiliate with a section.
Growth generally increases funding needs and this is true with the AACE International annual competitive scholarship program.

The number of scholarship applications just hit an all time high when the 2012 filing period recently closed. A total of 363 applications were submitted by the deadline. As funding requests increase, AACE is looking for ways to diversify the revenue sources that fund these scholarships.

The goal is to be able to fund an increasing demand, while keeping the funding foundation on a solid financial footing. This will allow maintaining and growing the scholarship program to meet anticipated growth needs, plus expansion into the international arena.

Traditionally, support for the scholarship program has come from three sources, a $5 per member commitment from the Association, voluntary funding from sections to support scholarships in their area, and individual donations. In 2011, AACE International distributed more than $80,000 in scholarships to students pursing studies in areas related to the practice of total cost management. This year, we’re adding two additional potential funding sources, an auction and a golf tournament, to help raise funds and recognition for our scholarship efforts.

Of the 363 applications received in 2012, a total of 234 were complete submittals with transcripts and endorsements, and were sent to the sections for the first round of judging. Forty-six sections had students in their areas apply for the scholarship. Once these sections report back to Headquarters with their top four candidates, these candidates’ applications will be forwarded to the Education Board for final judging.

When the Education Board meets in Washington DC in April, they will review the scores of all semifinalists, determine how much funding is available, and make the awards to those students in US and Canadian schools who qualify for a competitive scholarship.

In addition to the scholarship competition, those sections that requested Matching Funds during the 2012 budget process will be able to award additional scholarships.

The list of competition winners will be released by May 1st, and the full list, including matching funds recipients, will be available by August 1st.

Next year, the Education Board is planning to move into the international arena with scholarship funds, by extending the Matching Funds program to our international sections. More details on this program will be released at a later date. The expansion of the program will require an accompanying expansion of the revenue sources that fund the scholarships. Your support of the silent auction and golf tournament are first steps in meeting these new financial challenges and in keeping the AACE competitive Scholarship program financially solid. Thanks in advance for your support.

**Online and Silent Auction:** Using the services of the leading charity online auction company, BiddingforGood.com, the Education Board will conduct an online auction featuring various items donated by members and others interested in supporting this worthy cause. Headed the auction fund raising effort will be Ann Marie Cox, a member of the Education Board who invites all members and interested parties to donate auction items by May 15th.

“Our online auction is seeking items such as
timeshares, vacation homes rentals, sports memorabilia, wine, travel vouchers and similar items. The items donated will be described online in detail and anyone with Internet access will be able to bid when we go live in late June,” Cox explained. Cox noted that because AACE International is a 501(c)(3) organization, most donations will be eligible to be considered a charitable contribution depending upon the individual’s unique tax situation. Individuals should consult their tax adviser for details.

AACE International will notify its membership and stakeholders regarding items available as the online auction launch date of approaches. Approximately 20 items will also be available for a silent auction to be held in conjunction with Annual Meeting July 8-11 in San Antonio, TX. The silent auction will use the last online bid for the item as the starting bid at the Annual Meeting and will close at 8 pm on Tuesday, July 10, during the Tuesday night Annual Meeting Toast.

To donate an item, please contact Ann Marie Cox acox@arescorporation.com or (510)-788-6629.

**Golf Tournament:** The President’s Cup Golf Tournament will open with an 8 a.m. shot gun start on Sunday, July 8, on the AT&T Canyons Course at the famous TPC San Antonio, host to the Valero Texas Open and AT&T Championship. Chairing the golfing tournament event will be John Haynes. The format for the event will be a four-team scramble with no handicap. You may enter as a team or as individuals. Individuals will be assigned by random draw to a team.

A chartered bus will leave the Marriott Rivercenter, the primary convention hotel, at 6:30 a.m. for the 45-minute trip to the golf course. The $200.00 fee includes green and cart fees, practice balls and use of the practice facility. It also includes a continental breakfast and box lunch and transportation from the Marriott Rivercenter and back. Prizes include (2) closest to the hole and (2) longest drive. The winning team will have their names engraved on the President’s Cup Trophy. The awards will be presented during the Awards and Installation Luncheon on Tuesday.

Individuals interested in registering for the golfing event may register online or login to the Portal and click on the Annual Meeting link on the left menu. Registration for the tournament will be cut off when 72 golfers have been registered or by 4:00 pm on May 31.

Corporations, organizations or individuals wishing to sponsor a hole or one of the contests may contact John Haynes at (john-haynes@hillintl.com or 925-570-4647) before May 31, 2012. Available sponsorships are:

- Cart Name Plaques - (Company Logo) - $500
- Cart GPS Screen - (Company Logo) - $500
- Scoring Sheet - (Company Logo) - $500
- Hole Sponsors - (Company Logo) - $200
- Breakfast - (Company Logo) $1,600
- Lunch - (Company Logo) $2,000
- TPC San Antonio Golf Hats – (w/Company Logo) –

40 to 72 golfers range - $1400 to $2520
First Prize (Foursome) - $1,000
Second Prize (Foursome) - $800
Third Prize (Foursome) - $600
Longest drive (2) - $400
Closest to the Pin (2) - $400

One hundred percent of gross sponsorship funds will be contributed toward the Scholarship Fund, Haynes noted, as will all net proceeds from the golf outing. The deadline for hole and contest sponsorships will be May 31, 2012. Haynes noted that because AACE International is a 501(c)(3) organization, most donations will be eligible to be considered a charitable contribution depending upon the individual’s or company’s unique tax situation. Individuals should consult their tax adviser for details.◆

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**The Following Letter was Sent from a Previous Scholarship Recipient of the AACE Scholarship Program:**

Auburn, New York 13021
February 27, 2012

To Whom It May Concern:

In 2008, I received a scholarship from AACE International. The scholarship helped me out with my college expenses at that time.

Since then, I have graduated from Rensselaer Polytechnic Institute with both a Bachelor’s and Master’s degree in Industrial Engineering. Currently, I am working for Welch Allyn, a medical device manufacturer, as a regulatory engineer. I greatly enjoy my job and I am glad that I chose to pursue an engineering career!

I am thankful for the scholarship that I had received, and as a result, I am enclosing a donation to the Scholarship Fund. I am hoping that the money will be used to assist others currently attending college.

Thank You!

Sincerely,
Adrienne Peltz
With more than 60 years of experience and offices across North America, Faithful+Gould is a leading project management consultancy delivering cost, project and construction management consulting services from conception to start-up and operation. Let our expertise, achieved through innovation and insight, be the key to your project success. For more information, please email us at info@fgould.com.
he AACE International Online Learning Center should be fully operational by early September 2012. According to AACE International Executive Director Dennis Stork, the addition of the Online Learning Center to AACE International’s portfolio of services should have a positive impact on AACE membership, especially among international members in geographic areas underserved by sections. He also anticipates it will have a positive impact on the certification program by providing a viable option for recertification credits and offering additional educational opportunities for individuals taking our examinations.

The foundation of the new Online Learning Center will be the audio rerecorded technical sessions from the 2012 Annual Meeting in San Antonio, TX. The Association will audio record its technical sessions and offer them as a fee-based resource to members and stakeholders through its planned Online Learning Center.

In announcing the new capability, Stork commented that “as AACE International continues to expand internationally, the development of educational and training assets that can be deployed via the Internet will become more important strategically. One of the major trends among professional associations as reported by the American Society of Association Executives is the increased number of organizations employing online strategies to offer educational and training materials through online learning centers.”

After reviewing proposals from three leading providers, AACE International selected Bluesky Broadcast to record the technical sessions for the 2012 Annual Meeting and convert those sessions into digital presentations that will include audio narrative, PowerPoint presentations, speaker photos, biographies and handouts as well as dynamic links to other resources.

Bluesky Broadcast will be responsible for building an online learning center portal that will link seamlessly to the Association’s new Avectra NetForum association management software system. Bluesky Broadcast and Avectra forged a strategic relationship that facilitates easy transfer of e-commerce and database information between the two, reducing the administrative costs for staff and offering greater convenience for members and other users.

Among Bluesky Broadcast’s other professional association clients are:
- American Society of Association Executives
- Council of Chief State School Officers
- American Academy of Pediatrics
- American Nurses Credentialing Center
- American Association of Orthodontists
- International Right of Way Association
- Public Library Association

The learning portal will be branded as the AACE International Online Learning Center and will include the following items:
• The technical paper presentations delivered at the 2012 Annual Meeting and beyond when the presenters have provided permission to record. This would be approximately 90-100 additional programs per year. Presenters will have the option not to have their session recorded. Sessions will be archived and available in future years.

• Other educational programs either developed by AACE International or offered on a cooperative agreement with other organizations or companies. The Online Learning Center basically becomes a learning management software program that can deploy other professional development programs in the future.

The AACE International Learning Center will be available to members and non-members but non-members will pay a higher fee to use the educational and training offerings. AACE International will announce the proposed fee structure for the Online Learning Center in June 2012. It is anticipated that the Online Learning Center will be entirely self-sufficient and contribute to other non-revenues within the Association. Tentative plans call for individuals to be able to purchase “bundles” of presentations at discounts.

AACE International will select 12 of the recorded sessions as the basis of the AACE Presents program currently offered as a members-only benefit.

New Method to Obtain Recertification Credit

The new Online Learning Center will provide a viable alternative method for individuals to earn re-certification credits. The Certification Board has agreed that individuals who listen to a presentation and pass the accompanying quiz may earn one/tenth of a credit toward the recertification requirement. This new opportunity addresses a concern among the growing number of members who earned AACE International credentials outside of North America but are finding earning re-certification credits challenging to obtain. Details on how the re-certification credit system will work will be released in June 2012.

A special membership classification to recognize the service of men and women who have served in the military was approved in 2011 by the AACE International Board.

Individuals who have been honorably discharged from a recognized armed forces branch within the past two years may immediately apply for the Military Service Appreciation Membership Program (MSAMP).

Under the provisions of the program, an individual meeting the MSAMP qualifications may submit an application to become a member, along with the appropriate documents confirming service and an honorable discharge, to AACE International headquarters and receive their first year membership complimentary. To review the special MSAMP application, click here.

The purpose of the special membership category is to express our collective appreciation for the sacrifices and effort that members of the military make to protect their respective homelands. AACE International also sees the re-entry of military personnel with total cost management skills back into the work force as a way to continue to expand awareness of the value of cost engineering.

Current members and stakeholders are encouraged to communicate the availability of this program to recently discharged military personnel who might benefit from the new program. Veterans will be encouraged to take full advantage of all the features of the AACE International Career Center, including posting their resumes and signing up for email notifications when jobs of interest are posted by employers.

The AACE Board approval of this special membership category resulted from a recommendation from the Marketing Advisory Committee, co-chaired by Ron Winter and Madhu Pillai. The MSAMP program will replace the Hire a Vet program conducted conjunction with the prior Annual Meeting.
Last year at the Annual Meeting in Anaheim, AACE International unveiled its Mentoring Program designed to help put qualified mentors into mentoring engagements with partners/protégés. The component parts of the Mentoring program include an online matching program that allows partners/protégés to identify mentors with similar professional interests. Currently the AACE International mentor database includes more than 100 mentors willing to devote their time and talents to develop colleagues. Mentoring allows participants to share.

AACE International uses a self-guided mentoring concept that provides participants with the tools and resources to conduct a successful mentoring program. Among the tools provided is an online orientation that outlines the expectations for mentors and partners, a Mentoring Partner’s Handbook that includes a formal mentoring agreement and exercises to structure and evaluate the mentoring process. AACE International also has created a Mentoring Advisor newsletter with tips on how to strengthen the mentoring relationship.

The Mentoring Partnership Handbook and the conceptual model for AACE International’s Mentoring Program relies heavily on the partnership the Association has forged with Dr. Matt Starcevich of the Center for Coaching and Mentoring. Dr. Starcevich has contributed articles to the Cost Engineering journal on mentoring and will be an ongoing resource for our mentoring program.

Please respond to this survey on or before April 30, 2012. This survey officially ends at 5 p.m. on Monday, April 30, 2012.

To sign up to become a mentor or protégé, CLICK HERE
How Does Your Project Stack Up?

Find out with the NEW Acumen Cloud™

The Acumen Cloud™ is an innovative repository storing benchmarks for thousands of active and completed projects. Acumen Fuse® now offers direct connection to Acumen's cloud-based knowledge base for quick comparison of similar project's scores to ensure your ultimate project success.

*Better planning, Better performance, Better projects...* now available from Fuse and the Acumen Cloud™.

www.projectacumen.com/cloud
Attention Section leaders, the AACE Section Recognition Awards entry form has changed for 2012. You can obtain the 2012 entry form here:

www.aacei.org/awards/assoc/section.shtml

Briefly, here is what has changed and what has been clarified in the 2012 Section Recognition Awards process:

• All award forms are due June 1st. (No Change) Each section must post their form, along with any required documentation, in their subfolder in the appropriate area of AACE’s Forums at the link below. Failure to correctly complete the entry form or posting supporting documentation in a disorganized fashion could cause the judges to not fully reward sections for their efforts throughout the year. (Clarification)
• Award level names have changed, but the point values have not. This was done for clarification purposes. (Clarification)
• The judging of the Section Recognition Award submittals will commence on June 2nd (or the first business day following June 1st). The judges are the Regional Directors, VP-Regions, and appropriate members of the Headquarters Staff. Regional Directors will not be judging any sections from his/her region. The VP-Regions will abstain from participating in the judging of his/her own section’s entry as well. (Clarification)
• Within the entry form itself, there have been a few changes, additions, maximum point values added. However, the majority of the categories remain the same from previous years. (Clarification)
• Sections receiving awards will receive advanced notification by e-mail prior to the Annual Meeting. (Change)
• At the Annual Meeting, there will be a display listing of the 2012 award winners. Recognition of the various award levels will be a part of the Awards Luncheon program on Tuesday. Photographs of sections receiving awards will be taken during the Tuesday Toast reception. Additional recognition of the various award levels will be included in an issue of Source magazine. (Clarification and Change)
• Sections will receive a news article for their use to promote their accomplishment. (Change)

If you have questions about the Section Recognition Awards program or to have a folder set up for your section’s 2012 submittal, please contact Jennie Amos at jamos@aacei.org.
MEMBERSHIP RENEWAL OBJECTION #7
THE MAYAN PROPHECY

If the world ends on December 21, 2012, I won’t get the full value of my 2012 dues!

True, if the world does end, you would still be owed ten days of additional membership benefits, a value of $4.31, and AACE International is willing to reduce your 2012 member dues by that amount if you agree to take part in our *Cost Engineering* journal special feature, entitled *Mayans Among Us: Calculating the Risk Factor of the End of Days*. Members who opt to participate in this special offer must agree to pay the balance of their 2012 dues on December 22, 2012 in the off chance that the Mayans got it wrong.

For non-Mayan members, we encourage you to pay your 2012 membership dues in full by February 29, 2012 to avoid interruption in membership services.

RENEW OR JOIN FOR THE FIRST TIME AT
www.aacei.org/mbr/how2join.shtml
Fereshteh Khoramshahi is a PhD candidate in civil engineering with a project management specialization from the University of Calgary and two-time top scholarship recipient for AACE International’s scholarship program. She currently serves as the director of the Student Section of the AACE Calgary Bow River Section. She was born and raised in Tehran, Iran, and immigrated to Canada on Dec. 31, 2007. Fereshteh holds a master’s of engineering degree from the University of Calgary and a bachelor’s degree in industrial engineering from the Tehran Polytechnic University.

In addition to her PhD studies, Fereshteh currently works as a project engineer in Bantrel Co. In this capacity, she has developed and executed engineering performance reviews by establishing, monitoring and analyzing key performance indicators in each engineering discipline. She performs these health checks to determine pressure points and bottlenecks and to participate in developing plans for mitigations and corrective actions accordingly. In her current role in Bantrel, she takes advantages of her eight years of industry experience in project planning and control. She specializes in providing expertise on scheduling, project control, risk management, delay analysis, and information systems.

Fereshteh has the experience to work on the variety of projects in industry and energy sectors including Steam Assisted Gravity Drainage (SAGD), tailings, liquefied natural gas (LNG), petrochemical and sugar production facilities. She has also worked as a risk planner for a Canadian consulting company involved in projects including Calgary’s Olympic Oval roof restoration project, projects under design, construction and drainage services of the City of Edmonton, Lower Churchill project for Newfoundland & Labrador Hydro and the Southern Medical Center Castro Valley project.

Her undergraduate and graduate studies has certainly given her the principal academic knowledge and required theoretical foundations. However, she believes her deep insight to the project issues did not shape until she gained professional experience. Upon completing the undergraduate education in her home country, Iran, she worked as a project controller for Sugar Cane & By Products Development Company. This is known as

Fereshteh believes obtaining AACE certification will be an asset for her and repeatedly hears about the value and importance of the AACE certifications in her career path.
AACE’s Annual Meeting is absolutely exciting. Hundreds of professional come from all over the world and there are lots of opportunities to socialize with peers and build networks. Technical sessions are very informative and provided great opportunity to be aware of the latest findings in the profession.

one of the greatest agricultural projects in the Middle East.

Working on project planning and control revealed to her that there are many problems stemming from improper planning and ineffective decision making caused by a lack of understanding of the big picture and the long-term implications of the decisions. Her findings from this period of work motivated her to conduct more research on the managerial aspects of projects. To achieve this, she joined Iran’s Industrial Management Institute (IMI) which is a consulting firm and has served as a center for the development of management in Iran.

The results of these research projects, as well as her industry experience, revealed to her that there are many unmet project management needs that demand competency skills and training. Project issues including significant cost overruns, schedule delays and waste in all kinds of resources, which leads to loss of reputation and profit, motivated her to pursue her graduate studies in project management.

Four years ago Fereshteh took an important, yet very challenging step in her life and immigrated to Canada for her graduate studies. After finishing course work and candidacy exam in her doctoral program, she began to work in the industry again to blend her theoretical findings from her graduate studies with the real world practice in a vastly different context from her prior industry experience in her home country.

Early after coming to Canada, Fereshteh recognized the value of AACE International. She first heard about AACE at the University of Calgary where students presented their research projects at local AACE Section dinner meetings. She participated in a meeting and found it a great opportunity to create partnership between academia and industry. She believes students received constructive feedbacks and criticism on their research projects at the section meetings. Fereshteh states that her initial participation in Chinook Calgary Section opened up new doors for her research activities and it was a starting point. This later expanded her professional network which helped her a great deal in her PhD research project down the road. After realizing the benefits of AACE membership, she became a member and actively participated in most of the AACE local section meetings that she believes is very active, committed, and great place to share experiences and learn from others in the profession.

In 2010, Fereshteh participated in the AACE International scholarship competition and was selected as the top Canadian scholarship winner and received the highest award amount that a Canadian student has ever been awarded. In 2011, for the second consecutive year, she was the top Canadian scholarship winner. As a result of being selected as the top scholarship winner in 2010 and 2011, Fereshteh attended the AACE Annual Meetings in Atlanta, GA, and Anaheim, CA, respectively. Fereshteh says she is very proud of winning AACE’s prestigious award for two consecutive years: “It is a great honor to win the top scholarship from AACE - twice! Apart from the award itself, participation in the AACE’s Annual Meeting is absolutely exciting. Hundreds of professional come from all over the world and there are lots of opportunities to socialize with peers and build networks. Technical sessions are very informative and provided great opportunity to be aware of the latest findings in the profession.”

Fereshteh believes obtaining AACE certification will be an asset for her. Therefore, she plans to first obtain the Certified Cost Technician designation and then sit for a Certified Cost Consultant (CCC) exam in the near future. She repeatedly hears about the value and importance of the AACE certifications in her career path.
Sixty seconds: The minute you spend waiting for the coffee to brew in the morning or to walk to the water cooler and back. And yet that minute per day represents how long it takes the average total cost management practitioner to earn the annual dues to join AACE International!*

- One minute to earn unlimited access to 4,500 technical papers online in our Virtual Library that can help you solve that problem that will make you a hero in your company.
- One minute to earn an annual subscription to the Cost Engineering journal to discover that next cutting edge idea that will advance your career.
- One minute to earn the use of the Visual Total Cost Management framework to provide you with the conceptual road map for TCM success.
- One minute to earn viewing rights to monthly technical presentations in AACE Presents.
- One minute to join a vibrant network of more than 7,700 other professionals in our discussion forums, section meetings and other networking opportunities.
- One minute to earn discounts on education, training, meetings and certification programs that will make you more valuable to your employer and clients.

Isn’t it time you made an investment in your career? Or don’t you have a minute to spare for your own future success? Don’t procrastinate: act now to join AACE International. After all, time is money.

To learn more about AACE International, go to www.aacei.org.

*Based upon annual total compensation of $70,000 and annual dues of $143.00 (US).
Steven Burgoyne, CCC, has been a member of AACE International since 2010, and is a newcomer to the Young Professionals Committee. He was born in Edinburgh, Scotland, and grew up in Bonnybridge, Scotland, before moving to the US in 2003. Steven’s work experience spans many industries and locations all over the US including: Portland, New Jersey, Los Angeles and New York. He has worked on projects for the high-tech, pharmaceutical, biotech, hospitality, residential, education, and retail industries.

Steven holds a degree in Building Economics and Quantity Surveying from Heriot-Watt University in Edinburgh, Scotland. During the summer before his final year of study he decided to pursue a summer internship opportunity with Currie & Brown based in their Philadelphia office.

Upon graduating in 2003, Steven returned to work for Currie & Brown on a full-time basis. His initial assignment was in Portland, Oregon, working as a part of an onsite project controls team for a major client in the high-tech industry.

In 2005, Steven transferred to New Jersey. He was initially based in Currie & Brown’s office providing pre-construction cost management support on various pharmaceutical projects. He then joined an onsite project controls team on a campus development project for a pharmaceutical client in Northern New Jersey.

Following this, Steven moved to Los Angeles to join an onsite team providing capital project benchmarking targets for a bio-technology client.

AACE International provides an excellent framework for professional development and is great source of technical information. Being involved at the local and international level provides great networking opportunities.

In addition to his work in Los Angeles, Steven also had a one month assignment in Juncos, Puerto Rico, assisting in an estimate review process.

Steven then joined Rider Levett Bucknall in 2007, and was initially based in their downtown Los Angeles office. In this role he provided cost management support for projects in a range of industries including; hospitality, residential, education and retail. During this time, Steven attended AACE International certification workshops and attained his CCC certification.

In 2009, Steven transferred to Rider Levett Bucknall’s New York City office. His primary responsibilities were providing project control services on a hotel renovation project in the Upper
Steven returned to work for Currie & Brown in 2010, as a senior cost consultant. He is currently based onsite for a pharmaceutical client in New Jersey, providing project control services on a major capital improvement project. Steven attained his MRICS certification in 2010, and currently serves as a technical paper evaluator for AACE International.

Steven recently joined the Young Professionals Committee (YPC) and has been an extremely welcomed addition to the group. He has been participating in teleconferences and university outreach efforts and plans to speak on behalf of the YPC at the Stevens Institute of Technology in the fall of 2011.

Steven says that he was attracted to a career in project controls because it gives him an opportunity to travel and be involved with large scale projects and see them “come to life.” He says he is fortunate to have been mentored by colleagues at Currie and Brown and Rider Levett Bucknall who were very supportive and provided him with additional levels of responsibility that aided in his professional development.

Steven also credits AACE International with his professional development stating, “Studying for the CCC exam sharpens your knowledge,” and “the continued professional development points required to maintain CCC status provide a framework to ensure that you are continuously improving.” In addition to the CCC, Steven holds the MRICS certification.

Steven has not yet attended an Annual Meeting, but is eager to attend this year because of his increased involvement with the YPC and the New Jersey section.

When asked what he would tell others about AACE International and the opportunities available, Steven responded, “AACE International provides an excellent framework for professional development and is great source of technical information. Being involved at the local and international level provides great networking opportunities.”
In today’s hyper-competitive business environment, everyone has a role to play in marketing. The ability to concisely convey who you are, what you do in a manner that interest others in learning more about the solutions you or your company offers has become an essential factor in advancing your company and your own career. While the concept of the elevator pitch is closely associated with the entrepreneurial community, the truth is that we all face situations where we have a limited time to “sell” an idea to our boss or coworkers. Plus, many job interviewers now use “the give me an elevator pitch why I should hire you” as a stress question to judge candidate’s communication skills and ability to react to pressure.

In an article in Business Week, Aileen Pincus writes that, “One of the most important things a businessperson can do—especially an owner or someone who is involved in sales—is learn how to speak about their business to others. Being able to sum up unique aspects of your service or product in a way that excites others should be a fundamental skill. Yet many executives (and even fewer cost engineers) pay little attention to the continuing development of "the elevator pitch”—the quick, succinct summation of what your company makes or does.

“That’s too bad, because the elevator pitch—so named because it should last no longer than the average elevator ride—is far too important to take casually. It’s one of the most effective methods available to reach new buyers and clients with a winning message. True, you may not actually be doing the pitching in an elevator, but even if your meeting is a planned, sit-down event, you should still be prepared to capture your audience’s attention quickly,” Pincus urges.

Here are some of the characteristics of an effective elevator speech as suggested by Robert Pagliarini of SeekingCapital.com.

• A "hook": Open your pitch by getting the investor’s attention with a “hook.” A statement or question that piques their interest to want to hear more.
• About 150-225 words: Your pitch should go no longer than 60 seconds.
• Passion: Investors and clients expect energy and dedication from entrepreneurs.
• A request: At the end of your pitch, you must ask for something. Do you want their business card, to schedule a full presentation, to ask for a referral?

Underscoring the growing recognition of the elevator speech as a critical business tool, the Harvard Business School has created an online software module to help develop an effective elevator presentation. To use the HBS online module to craft and hone your own elevator pitch, check out the link at: http://www.alumni.hbs.edu/careers/pitch/.

Once you have created the first draft of your elevator presentation, begin to rehearse it out loud, not just silently to yourself. By rehearsing, you will
be able to test specific phrases and timing that can make your pitch memorable. Many experts recommend that you record yourself on video giving the presentation and that you set aside time periodically to update your pitch and keep yourself sharp so that you are ready when the opportunity presents itself.

Here’s an example of an elevator presentation using AACE International membership as the topic.

“I belong to a worldwide professional network of total cost management practitioners that help their clients and the business entities they work for maximize their return on investments by making sure that they have the right resources in the right place, at the right time, at the right price. AACE International gives me access to a virtual library of thousands of technical papers on transferable techniques, recommended total cost management practices tied to the Virtual Total Cost Management Framework, and access to education and training resources all for less than a cup of coffee per week. Plus I can attend local section meetings or go online on their website to participate in discussion forums on areas of specialized interest or watch a webinar that keeps me abreast of what is going on in the practice of TCM. It is really a great value. Would you like me to send you some information on how to join?◆
ACE’s Approved Education Providers (AEPs) extend the ability of the association to provide training to companies and individuals who are looking to improve their cost management skills by identifying suitable professional development courses and instructors. In this and upcoming issues of Source, we will feature one or two AEPs so our readers can see what is available in the area of professional development.

Administrative Controls Management

Administrative Controls Management, Inc. (ACM), a full service program and project management consulting firm incorporated in 1985, is the first Approved Education Provider as certified by AACE, and is headquartered in Ann Arbor, Michigan, with offices in Irvine, California and Westerville, Ohio. Its owners and upper management consist of President, Patricia A. Mirek; Executive Vice President, Anthony J. Werderitsch, PE CCE CFCC; Senior Vice President, James E. Krebs, PE CCE; and Vice President, Anthony M. Woodrich, CCE.

ACM is a certified Woman Business Enterprise (WBE) through the National Women Business Owners Corporation and the California Public Utilities Commission. ACM is also a Corporate Member of the Michigan Minority Supplier Development Council.

ACM’s relationship with AACE spans almost 27 years. ACM’s owners and upper management as well as its staff, contribute frequently to the organization through leadership volunteer roles, Annual Meeting attendance and participation; seminars, and exhibitions; local section leadership, meeting attendance and participation; and training sessions. ACM employees have also occupied various positions within AACE including the Fellow Admissions Committee, Certification Board, Technical Review Committee, as well as other positions within the AACE Great Lakes Section. Additionally, two of ACM’s owners have served as AACE Region IV Directors, as well as the role of Great Lakes Section President.

ACM’s services include project controls, cost estimating, planning, scheduling, training, program and project management, construction management oversight, and construction claim support.

ACM has provided over 150 training sessions to city governments, US federal agencies, major contractor firms, universities and educational organizations, as well as pharmaceutical, manufacturing, and automotive corporations since 1987; and has conducted training seminars through AACE for over 22 years. ACM’s training courses include:

- Project Management Planning and Scheduling,*
- Fundamentals of Cost Estimating;
- Planning and Scheduling,*
- Project Documentation;
- Project Cost Control;
- Earned Value Management;
- Construction Claims Analysis,*
- Construction Delay Analysis Workshop;
- Hands-on Project Management Software training including Microsoft Project and Primavera/Oracle products; and,
- Project Controls Overview.

Since its incorporation, ACM has grown steadily in quality staff and project involvement. Its professional staff includes Certified Cost Engineers/Consul-
tants (CCC/CCE), Certified Estimating Professionals (CEP), Planning and Scheduling Professionals (PSP), Earned Value Professionals (EVP), Licensed Professional Engineers, Certified Project Management Professionals, quality engineers, architects, graduate engineers, and LEED® Accredited Professionals, as well as a Certified Forensic Claims Consultant (CFCC).

* These training seminar course books are available for purchase through ACM’s website: http://www.acmpm.com

Cost Engineering Consultancy

Cost Engineering Consultancy is proud to be an Approved Education Provider (AEP) of AACE International (AACE). The moment we heard about the opportunity to get this designation, we started the application process. With the vast number of course providers these days, it is difficult for people to select a course that lives up to their expectations. The AEP certification guarantees the standards in quality that attendees should expect when participating in cost engineering training courses.

At Cost Engineering Consultancy, we participate in a wide variety of projects (cost estimating, validation, cost control, etc.) for our international clients. We have gained an enormous amount of knowledge and experience over the years that we are willing to share. Our goal is to educate the next generation in the profession of cost engineering. With this purpose in mind, we have developed our own Cost Engineering Academy, providing courses suitable for people with different experience levels.

After receiving the AEP status last year, we have seen a clear increase in the interest for our Academy courses. This proves that the AEP certification gives people the confidence that they will really learn things that match their expectations from professional trainers with vast and practical experience in the field. Especially in Europe, we see a growing interest in courses that prepare people for AACE certifications, such as the Certified Cost Consultant/Certified Cost Engineer (CCC/CCE) program. With our Academy we try to support this trend, as we acknowledge the tremendous value of obtaining AACE certification.

The AEP designation encouraged us to extend our Academy offerings. For example, we recently introduced a dedicated course which prepares young professionals to become a Certified Cost Technician (CCT). Not only do we offer this course, we also organize the official AACE CCT exam, which is unique in Europe. Furthermore, Cost Engineering Consultancy introduced an Estimating of Engineering course, teaching different methods of estimating engineering work. There is a great interest in this topic, but unfortunately there are few available courses covering this topic. We aim to fill in this gap and assist cost engineers in tackling the challenges faced when estimating engineering work.

This does not mean we will stop here. In the future, Cost Engineering Consultancy will keep sharing knowledge with the support of AACE and our AEP certification!

Please visit http://www.costengineering.eu/academy/academy-overview for an overview of our current cost engineering courses.

2011 Top U.S. Scholarship Winner Urges 2012 Annual Meeting Attendance

My name is Andres Boral and I was selected as the 2011 Top U.S. Scholarship recipient of the AACE International competitive scholarship competition. I recently graduated with a civil engineering bachelor’s degree and will continue my education by pursuing a master’s degree in business administration with emphasis in general management at Florida Gulf Coast University.

In June 2011, I attended the AACE Annual Meeting which took place in Anaheim, California. Attending the Annual Meeting was a remarkable experience in which I was able to meet cost engineering professionals and potential employers from various countries around the world. The different sessions that were given and the interactions with the cost engineering professionals made the Annual Meeting a great learning experience. Each session was extremely educational and loaded with powerful and up to date information on project control, cost estimating, and planning and scheduling.

I was also able to learn about the many available certifications that AACE offers. During the meeting I also attended the Young Professionals Committee meeting where I met the future leadership of AACE and learned about the vision of the committee. Overall, the Annual Meeting helped me acquire information and the necessary tools needed to stand out in the highly competitive job market that exists today. Attending the AACE Annual Meeting in Anaheim was definitely an extraordinary experience that everyone in the cost engineering industry should experience.

I must acknowledge that being part of AACE has positively impacted my view of the cost engineering industry and my future as a cost professional. I must also acknowledge the education board members for being extremely welcoming, mentoring me and giving me many valuable advices, specifically Mr. Peter Griesmyer, Mr. Clive Francis, Dr. John O. Evans, Mr. Stephen Revay and Ms. Charla Miller and who was always very supportive. I look forward to seeing everyone at the 56th Annual Meeting in San Antonio Texas.

Andres Boral
COMP is a comprehensive package of benefits designed to encourage companies to develop the skills of their total cost management employees through AACE membership.
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Contact Garth Leech, Business Development Coordinator at gleech@aacei.org or 304-296-8444 or go online to [www.aacei.org/mbr/csp/](http://www.aacei.org/mbr/csp/)
AACE International Membership
Think of it as a Swiss Army Knife for your career!

Your membership in AACE International is like the legendary utility knife. One set of annual dues gives you access to a career tool that provides you with a wide range of benefits. Working on a complex total cost management problem? A few clicks on the Virtual Library allows you to search 4,500 abstracts to find the information you need. Looking for the latest trends in TCM practice? Read our Cost Engineering journal to keep abreast or check out our website for the latest industry news. Looking to learn from your peers? Watch AACE Presents webinars from the comfort of your chair, attend the Annual Meeting, or participate in other meeting events to gain face-to-face insight. Looking for a new career opportunity or where you stand compensation-wise against your peers? Check out our Career Center.

Whether you are looking for a mentor, more education, or a professional credential to demonstrate your competency, the right career tool is your AACE International membership.

www.aacei.org
Arizona Section

At the Arizona Section January meeting, 24 members and guest enjoyed a presentation on the topic, “Successes and Risks in Alternative Delivery,” by Max Shoura from Hill International. Through the course of the presentation, Max gave an overview of the alternative procurement methods (APM’s). He also reviewed recent literature on APM, plus a study of the current market and projects to examine the spread of its application, what drives it, the success reached, how owners’ goals are met, shifts in expert usage, and changes in participants’ roles. He then made the following conclusions:

- The market trends will continue toward flexibility with more APM usage;
- More progress is needed for efficiency in APM process; and
- Owners are still carrying substantial risks. The overall value derived out of APM application on cost is still undecided, but schedule gains have been observed.

Max Shoura is a Vice President, Director of Program Management at Hill International. He has 29 years of experience in large-scale programs and multi-billion dollar in diverse portfolio of projects and delivery methods. He has published 20+ articles in journals, at conferences in the US, Europe, and Asia. His papers and/or presentations were on topics such as procurements, bidding models, engineering management, and technology delivery.

Atlanta Area Section

www.aaceiatlanta.com

The count of attendees including Atlanta Area Section members, SPSU Student Section members, SPSU Construction Management Department faculty, and guests totaled 42 at a joint meeting on Tuesday, Jan. 17, at the Southern Polytechnic State University.
Atlanta Area Section Scholarship Director, Mark Cundiff, PSP, reports on the February deadline for scholarship applications.

Section President Albert Kwong CCE makes announcements to the crowd.

SPSU Construction Management Associate Professor Dr. Zuhair Itr handled arrangements.

At the January Atlanta Area Section meeting, Jeff Baker and Mike Bartoli of US Cost presented a program on cost integration.

SPSU Construction Management Department Chair Dr. Siddiqi’s attention is to the program.

Atlanta Area Section Communication Director Bill Kraus, PE CCE FRICS, discusses the AACE International Mentoring Program.
The meeting began with Construction Management Department Chairman, Dr. Khalid Siddiqi’s welcome and description of the Construction Management Department’s efforts. He issued an invitation to the Atlanta Area Section for a member to join the Construction Management Department advisory board. The section board of directors will consider that invitation at their next meeting and also seek input from members concerning Dr. Itr’s suggestion that the Atlanta Area Section meetings be moved to SPSU.

Following comments by Atlanta Area Section president Albert Kwong, CCE, and Communication Director, Bill Kraus, PE CCE FRICS, Jeff Baker and Mike Bartoli of U.S. Cost discussed Cost Estimating Integration With BIM (Building Information Modeling). Those in attendance were pleased to hear Dr. Siddiqi announce that the Construction Management Department has a BIM professor and are building on the current curriculum of two BIM courses.

Attendees learned that while implementation of BIM has been hindered somewhat by the Great Recession, many firms in the industry are developing the tools and training their employees in BIM techniques.

Jeff Baker has provided a copy of his presentation which has been uploaded to the section website www.aaceatlas.com/meetings.html for reference by those unable to attend or just wanting a refresher on this interesting discussion of up and coming technology.

The Atlanta Area Section sends sincere thanks to Dr. Siddiqi and our special thanks to Dr. Zuhair Itr, associate professor, for the invitation and arrangements.

**Central Savannah River Area Section**

**www.aacei-csra.org**

The October CSRA Section meeting was highlighted by guest speaker, Doug Hintze, the Assistant Manager for Integration and Planning for the Department of Energy’s Savannah River Site. He discussed the strategic plan for the Savannah River Site. The plan focuses on partnering with private industry in developing new missions by leveraging the vast resources that the site possesses to develop new business segments. This is a shift from the traditional business lines that the site has operated under for over 50 years, which has been to complete various missions for both the Department of Defense and Department of Energy. These new missions will focus on three specific business segments: environmental stewardship, US national security, and clean energy.

The environmental stewardship business segment will focus on transforming liabilities into assets to reduce the environmental legacy of nuclear materials and radioactive waste at SRS in a way that uses technology to provide innovative solutions to speed and improve SRS processing. This will allow the site to leverage these
solutions to other DOE and non-DOE locations and customers.

The US national security business segment will focus on enhancing US national security by providing innovative, customized solutions to the global nuclear nonproliferation and detection, counter-proliferation, deterrence and threat reduction challenges through the application of unique nuclear materials, technology and systems assets at SRS.

The clean energy business segment will focus on accelerating the deployment of small nuclear reactors through public and private partnerships that solve critical nuclear material storage, processing and disposition challenges, and use the site’s broader expertise to support regional energy sustainability while maintaining environmental health.

The Annual CSRA Members Appreciation event attracted both old and new members in November 2011. The CSRA Section gathered in the Grand Ballroom of the North Augusta Community Center for an opportunity to meet and socialize with other fellow members and guests. The event was complimentary – just the section’s way of providing a means to socialize with fellow professionals and say, “Thank You” for their support!

In January, the CSRA Section and several other professional organizations joined the Society of Women Engineers (SWE) and URS, in sponsoring an, “Engineering and Technology in the CSRA” event. The evening was free to the public and featured a panel discussion and mini career fair.

- **Houston Gulf Coast Section**
  - www.aacei-hgcs.org

  The Houston Gulf Coast Section’ sponsored a technical evening on Jan. 10. It was an evening with “Rockstars.” In addition to promoting the AACE International’s Young Professionals, the presentation drew an almost record attendance of 85, including many ‘seasoned’ professionals with some 3000 years plus experience between them. There was a great Q&A session, with sharing of experiences, and lively networking both before and after the presentation. The meeting also celebrated the recent certification of two members.

  The speaker was Matthew Baker, from the Chevron Pipeline Company. He talked about his career in cost engineering and his transition from being the guitarist in a country band playing large venues across the US to a project control specialist, responsible for planning and executing dozens of multi-million dollar construction projects. Matthew made reference to the extensive resources published by AACE International in his specialist field, to his work with the technical review board, and shared valuable lessons learned on how “acceleration impacts productivity”.

  In February, the section continued with a presentation by another outstanding young professional, Rashhad Zein, looking at the challenges of FEED phase of projects.

- **Montreal Section**
  - www.aaceimontreal.org

  In December 2011, the Montreal Section wrapped up the year with an excellent presentation entitled, *Managing the Secondary Impacts of Project Change*. The event was at the Culver Atrium at the Rio Tinto Alcan world headquarters in Montreal, and was attended by an enthusiastic audience of 67 members and guests. The guest speaker was Adam Malkhassian, P.Eng., Vice President of Risk Management at SNC-Lavalin Inc., above left, was the speaker at the Montreal Section’s December 2011 meeting. He is shown shaking hands with Montreal Section President Les McMullan.

  The December 2011 Montreal Section program included audience discussion. Shown above Rino Gosselin asks a question of speaker Adam Malkhassian, P.Eng.

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Of Risk Management at SNC-Lavalin Inc. and a board member of the Engineering Construction Risk Institute (ECRI).

The presentation addressed change management, a key objective of project management and project controls. The speaker indicated that while most companies have procedures in place to identify, capture and manage changes, these systems often attempt to identify the scope, cost and schedule of the primary change and may not properly deal with secondary changes that can have large cumulative impact and a ripple effect throughout the project. Identifying the primary change was likened to seeing only the tip of the iceberg with much greater impacts below the surface. Worse, the secondary impacts often only surface later in the project and can have serious repercussions on project completion.

The presentation, based on a paper by ECRI, discussed challenges to industry project performance, traditional change management assessment, the definition of secondary changes, barriers to managing secondary impacts, requirements for managing secondary impacts and lessons learned.

Les McMullan, President of the Montreal Section, assisted during the discussion with a diagram illustrating the cause and effects of change, rework and secondary impacts that magnify the cost and schedule impact. A lively discussion period ensued with various questions and observations from the audience.

**Northern West Virginia Section**

The February joint meeting of the Northern West Virginia Section and the local sections of NSPE and ASCE was on Wednesday, Feb. 15, at the Engineering Sciences Building, WVU Evansdale Campus. Joe Thomas, Director of Operations for Phenix Technologies, a world leading manufacturer of high power electrical test equipment, presented a program titled, “An Overview of Phenix Technologies Electrical Testing Equipment Manufacturing Capabilities and Equipment Applications.”

Phenix Technologies manufactures high-voltage, high-current, and high-power test systems and components with over 35 years in the industry. Its 70,000-square-foot headquarters is located in nearby Accident, MD. It is a modern manufacturing facility where all the major system components are produced. All aspects of electrical and mechanical design, software design and actual production are performed in this facility and controlled by an ISO9001:2000 quality program. Phenix engineers offer a unique blend of theoretical knowledge and practical experience. For more information visit: http://www.phenixtech.com/profile.asp.

Joe Thomas is the Director of Operations at Phenix Technologies in Accident, Maryland. He has 30 plus years experience in the manufacturing, testing, service and sales of electrical test equipment. Joe has traveled to over 80 countries worldwide working with customers to establish testing programs. Joe lives near Accident with his wife Tina and enjoys many outdoor activities including golf and motorcycle road racing.

**Rattlesnake Mountain Section**

**www.aacersm.org**

The Rattlesnake Mountain Section met Tuesday, Feb. 21. The technical program was titled, Washington State Department of Transportation Projects, and was presented by Moe Davari, WSDOT
The Washington State Department of Transportation (WSDOT) projects are frequently seen in the Tri City and surrounding areas. Currently the Burbank overpass project is in progress and the SR 240 Project, roundabouts at 395 and Columbia Park Trail, Queenstown/Thayer Interchange are additional projects. With a current 2011-2013 budget of $7.0 billion with $4.0 billion allocated to highway improvements, WSDOT projects use project management systems and processes to help them manage their projects.

Moe Davari, project engineer for the South Central Region of the Washington State Department of Transportation, discussed some of the large projects in the area. Topics such as planning, estimating, risk, scheduling, cost, how projects are chosen and how far in advance to start planning the WSDOT projects were the main focus. Mr. Davari was also available after his presentation for questions on the local projects and potential projects.

The meeting was at 5 p.m. on Tuesday, Feb. 21, at the Richland Library Rooms A and B with a 30 minute meet and greet and light snacks, followed by the presentation starting at 5:30 p.m.

■ St. Louis Section

Frank Wilson, Kushagra Mittal, and Matt Grahek from Clayco Construction Company provided an excellent presentation on BIM and use of tablets for field work at the January St. Louis Section meeting. The meeting was at the Jacobs office in St. Louis. Telephone conference and Webex was available for those who could not attend the meeting in person. A total of 29 people attended the meeting – 15 attended in person and the remaining 14 were virtual attendees. Nine of the virtual attendees were from other cities.

iPads and Android tablets cost between $500 - $5000 depending on rugged construction needs. Software used were AutoCad stripped down free downloads. Citrix technology was discussed; this allows portable devices to replicate desktop computers. Vela Field manager is one application used by Clayco for field management. Owners and subcontractors can use the web-based tools without having to pay since the technology is built on an enterprise platform.

Clayco performed a live demo of a wall assembly build using the iPad. Clayco described how BIM, Vela Field Manager, and iPad tablets are facilitating good collaboration for all project stakehold-

ers on the Missouri Baptist Medical Center Project. This is a $150M project including 225,000 sq. ft. of buildings.

Information exchange using import and export features is a good way to integrate various software packages without the problem of upgrading every time support software versions change. Upgrades to software are distributed automatically to each mobile device. Some uses were seeing common drawings , reports, photos to explain RFI’s, building modeling.

■ Southern California Section

■ www.aace-scs.com

On Tuesday, Feb. 21, the Southern California Section participated in a joint dinner meeting with the National Association of Women In Construction—Los Angeles Chapter 42. The presentation was titled, Construction Disputes – Intelligent Management. The presenters were: Jim Zack, Executive Director of the Navigant Construction Forum and Tom Peters, Associate Director with Navigant Consulting.
Many construction projects end up in disputes. These disputes cost both parties, regardless of who “wins” and they consume resources in the process. This expenditure of dollars and other resources add little or no value to constructed projects.

Dispute management and resolution does not start with a notice of change or delay or with a claim filing by the contractor. Dispute resolution commences with the owner and their design professional and construction manager during the planning and design phase. It carries through bidding into construction and the dispute phases of a project.

This presentation explored a number of practical ways to manage disputed issues on projects. However, many of these methods must be implemented by the owner’s team from the outset of the project.

Jim Zack is the Executive Director of the Navigant Construction Forum – the construction industry’s global resource for thought leadership and best practices on avoidance and resolution of construction project disputes globally. Formerly, Executive Director, Corporate Claims Management for Fluor Corporation. Mr. Zack is a nationally known author, speaker and trainer concerning the management, mitigation and resolution of construction claims on public works projects.

Tom Peters is an Associate Director with Navigant Consulting. Mr. Peters is a registered Civil Engineer and holds AACE International Certified Forensic Claims Consultant (CFCCC) certification. He is a highly experienced litigation consultant specializing in CPM Delay Analysis.

On Wednesday, Jan. 18, the Southern California Section met for a presentation titled: The Top 10 Challenges to Effective Cost Controls (and How to Overcome Them). It was presented by Christen Bergerud, Co-Founder and Executive Vice President at EcoSys.

Today, businesses and government agencies alike are demanding greater visibility into project and program performance. With tighter budgets than in days past, stakeholders need confidence that funds are being well spent. As a result, Project Controllers are called upon to deliver timely information that can pro-actively shape business decisions.

At this presentation, the most significant hindrances to effective cost controls was discussed. These challenges emerge from various sources ranging from organizational readiness to the design of processes and systems. Then, referencing case studies of both contractors and owners in industries including utilities and oil and gas, the project controls best practices were identified — including process standardization, system integration, and report automation — that organizations are implementing to achieve higher-quality information more quickly and to realize more successful projects.

Christen Bergerud is Co-Founder and Executive Vice President at EcoSys. Christen provides leadership in EcoSys’ software and consulting practices, working closely with customers in markets including government, energy and mining, and engineering and construction. He shares responsibility for defining the product direction for EcoSys Enterprise Planning & Controls (EPC) software. Prior to starting EcoSys, when at Eagle Ray and subsequently Primavera Systems, Christen was a designer and developer of the Enterprise Project Management Software suite now known as Oracle Primavera P6. He has a long background as a project portfolio management and cost controls consultant, project manager, and software developer.◆

SCEA Announces 2012 SCEA/ISPA Conference in Orlando, FL

Erin Whittaker, SCEA Executive Director

The Society of Cost Estimating and Analysis (SCEA) is a non-profit professional association serving over 2,000 cost estimators and analysts in government, industry, and academia. June 26-29 SCEA will be hosting the 2012 SCEA/ISPA Joint Annual Conference and Training Workshop at the Hilton Orlando in Orlando, Florida. The 2012 SCEA Conference is an opportunity for cost professionals to network, learn, and earn Continuing Education Units (CEUs).

The 2012 SCEA/ISPA Conference will feature leaders in the field coming together to share best practices and lessons learned. Comprehensive training sessions will be available to help estimators and analysts enhance their professional skills, and to prepare for the CCEA® exam that will be on Saturday, June 30.

Networking receptions and offsite events at local area attractions will give attendees the opportunity to unwind and meet with vendors and peers. Dozens of exhibitors will be available to talk about the newest tools and products.

In a continuing effort to improve and expand upon course offerings, SCEA is increasing the training and professional paper presentations this year to 42 training sessions and 120 professional papers (a 24 percent increase over the previous year). Professional papers will be presented in the following tracks: Parametrics, Risk, Management, Methods & Models, Software/Hardware, EVM, and Life Cycle Cost (for specific sessions, visit the SCEA website at www.sceaonline.org).

Each day will start with a General Session presentation, and SCEA is pleased to announce that for the Wednesday Keynote Presentation, we’ve invited Commander Kirk Lippold to speak. Commander Lippold was Commanding Officer of the USS Cole when it was attacked and bombed by Al-Qaeda terrorists in 2001. Commander Lippold will weave the harrowing tale of the attack throughout his presentation about navigating difficult situations as a leader.

Recent conference attendees have noted that SCEA Conferences are an, “outstanding and value-added networking and sharing opportunity” that provide “technically substantive training” and information that attendees can “immediately use and share with colleagues.” Adding to the overall value of the conference, SCEA will be offering free SCEA membership to non-members who register for the conference at the non-member or government rate.

For Conference registration information, please visit www.sceaonline.org, or contact the SCEA & ISPA Joint Office at scea@sceaonline.org, 703-938-5090. Online registration, exhibit booths, and sponsorship opportunities are now available.
When Will Your Section News Submission Be Published?
The new digital Source magazine will include all “Section News” submissions. Source has a submission deadline of two months in advance of the issue date. Please review the following production schedule. It lists the submission periods for the six bi-monthly issues of Source magazine in 2012.

2012 Source Section News Submission Schedule

February
- Items submitted from Oct. 16 through Dec. 15, 2011

April
- Items submitted from Dec. 16 through Feb. 15

June
- Items submitted from Feb. 16 through April 15

August
- Items submitted April 16 through June 15

October
- Items submitted June 16 through Aug. 15

December
- Items submitted Aug. 16 through Oct. 15

This production schedule is based upon production schedules at AACE headquarters, as well as our printer having two to three weeks production time to take our in-house files and convert them to the Nxtbook software for posting. Enhanced features like audio, video, website links, and more will be a part of each issue of the Source. Some technology features will require additional production time and earlier deadlines. The magazine is to be ready for posting by the first of the month.

Within 2 to 3 business days of submitting a “Section News” items, you should receive a return confirmation e-mail that your submission was received at AACE headquarters.

How to Submit Text and Photos
Please submit any and all text as a part of the e-mail or as a Microsoft Word file attachment. Please submit any photo or photos as individual attachments in tiff or jpg formats. Do not embed photos in Microsoft Word files.

For photos to be used, we require either large original files or print size photos at 300 dpi (dots per inch). We can convert large 72 dpi submissions into the required 300 dpi. This process shrinks the size of the original submission. We cannot use photos taken on cell phones. For photos to be published, they must be in focus, of print quality, and wide enough to fill the width of the column layout.

Please include the names and titles of each person shown in any photos. Please list names from left to right or refer to those shown as being above left or right. For group photos please list names from left to right, beginning with the front row and working to the back. Do not list the Section officer first unless he or she is photographed on the left with guest speakers on the right.

All submissions should be e-mailed to editor@aacei.org. Please use the official name of the Section as approved by the AACE Board when the Section’s charter was approved. Never refer to the Section as a chapter.

Contact AACE Concerning Missing Submissions
Generally, all submissions received in the above scheduled times will be published in the listed issue. Items are not held because of space restrictions. There is no waiting list and no preference is given to one Section over another. Questions about incomplete submissions or failure to follow these submission guidelines could delay publication. Text will be published without submitted photos if the photo does not meet the listed quality requirements.

If a submission is not included in the designated issue, please e-mail or call the Managing Editor to ensure that it has not been lost or misplaced. Call or e-mail if you do not receive a confirmation e-mail within 3 business days of submission.

AACE reserves the right to edit all submissions and/or to refuse to publish any submissions determined by the Managing Editor or the Art Director to not meet the standards of the journal. Any appeals of these decisions will have a final decision determined by the Executive Director.

Any Section representative with questions is advised to e-mail editor@aacei.org or call the Managing Editor during regular business hours (9 a.m. to 5 p.m. Eastern Standard Time, Monday-Friday, except holidays and special closings).
Gustav Enyedi Jr.
1924-2011

Gustav Enyedi Jr., 86, of Gates Mills, Ohio, died June 9, 2011. He was born in Cleveland, Ohio, on Aug. 23, 1924, the beloved son of Gustav and Mary Silay Enyedy (both deceased).

He was the beloved husband of Barbara (nee Ludwig) for 24 years. He was the loving father of five children: Louise and husband Joseph Bergin, of Albuquerque, NM; Arthur Gustav and wife, Roseann; Maryanne and husband, Henry Lothamer; Ryan Chaloux, S. David and Joseph Mallon. His brother, Otto is deceased.

As a firm believer in the sacredness of marriage and the honor of parents, Gustav Enyedy founded the Hungarian Genealogical Society of Greater Cleveland. He was a World War II US Army Veteran, having served in Europe with the 103rd Infantry. He was author of, "Combat Diary: A Personal Record of Combat in Europe."

The family suggests memorial contributions be made to the Cleveland Hungarian Heritage Society.

A Funeral Mass was celebrated at 10 a.m., on Monday, June 13, 2011, at the St. Francis of Assisi Catholic Church in Gates Mills, Ohio. Burial was at the All Souls Cemetery. The family had received friends at the Schulte & Mahon-Murphy Funeral Home, 5252 Mayfield Rd., in Lyndhurst, Ohio. (www.schultemahonmurphy.com).

Gus served as president of AACE in 1969-1970. He was named an AACE Fellow in 1978; an Honorary Life Member in 1992; and received the O.T. Zimmerman Founder’s Award in 1992. Gus became an AACE member on April 11, 1957. He was a charter member of the former Northeast Ohio Section which was admitted on June 26, 1957. His member certificate was signed by the first AACE President, Norman bach and by the first Executive Secretary, Edward D. Shanken.

Gus served two years as Technical Vice President; chaired the 1967 Cleveland Annual Meeting and the 1968 Houston Annual Meeting; as editor and publisher, he helped distribute the first bound Transactions of AACE technical papers at the Annual Meeting. He published more than 50 technical articles in professional journals and contributed to two books. He taught process design and cost estimation at the Cleveland State University, and was a registered professional engineer in Ohio.

Gus attended the Case Institute of Technology and received a BS degree in 1950 and a MS degree in 1955. He was employed as a project engineer at the E.I. DuPont Grasselli Division in Cleveland, Ohio fro 1951-1954 and then became a development engineer with Diamond Alkali Company of Painesville, Ohio from 1954-1960. In 1960-1961, he was a process engineer; then a staff engineer from 1961-1965; and supervisor of computer services from 1966-1968, all with the Diamond Alkali Company.

From 1968-1973, he was manager of computer services with the then Diamond Shamrock Corporation, still in Painesville, Ohio. He then became an engineering consultant specializing in economic evaluation and improvement of processes. He was president of a company organized to market an equipment price and delivery quoting service for process industries and was the owner and co-author of a project valuation and estimation system.

He was a lecturer at Fenn College in Cleveland, Ohio from 1957-1961; seminar chairman at the Cleveland Engineering Center from 1964-1966; and a lecturer at Cleveland State University from 1975-1976. He became a Certified Cost Engineer in 1977.

In addition to his service with AACE, he was a member of the American Institute of Chemical Engineers, The Institute of Management Sciences, the American and the National Management Associations, and the Cleveland Engineering Society. He presented papers and spoke at over 100 meetings from his local Ohio area, across the US and internationally. ♦
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+1.210.223.1000
www.marriott.com/satrc

AACE International Rate: $169 single/double occupancy plus 17% tax

PLEASE NOTE: Reservations will be accepted at AACE's discounted rate until the room block is full or until the cut-off date of June 8th.

*The San Antonio Marriott Rivercenter Hotel is the exclusive site of all Annual Meeting events.

SPECIAL HOTEL DISCOUNT!
AACE International is offering an additional registration discount for attendees staying in the Marriott Rivercenter Hotel! Take $100 off your Technical Program registration and/or Continuing Education Seminars registration and save yourself up to $300! Please follow the instructions at www.aacei.org/am/currentAM/hotel.shtml to receive your discount.

AIRPORT
The San Antonio Marriott Rivercenter Hotel is served by the San Antonio International Airport (SAT) 8 miles away.

GROUND TRANSPORTATION
Airport Express offers airport shuttle service for $18 one-way. Reservations are required and can be made by calling +1.210.281.9900.

Taxi fare is $22 one-way.

HOTEL PARKING
Self Parking - $25 per day
Valet Parking - $33 per day
Showcase your organization’s brand in a highly focused environment

Sponsorship of the 2012 Annual Meeting is a great opportunity to gain exposure to global leaders in the field of total cost management, and to promote your products, services, and image among total cost management professionals.

We have an array of cost-effective options that will enhance your image and visibility among 2012 Annual Meeting attendees. Our sponsorship opportunities are among the most cost-and time-effective means of capturing the Annual Meeting attendee’s attention while promoting your organization. Our prospectus is located on our website at www.aacei.org/am/exhibit/ExhibitSponsorshipProspectus.pdf

For more information on becoming an Annual Meeting sponsor and how it will benefit your organization, please contact Garth Leech gleech@aacei.org 304.296.8444 EXT 122
ANNUAL MEETING
Exhibition

For more information on the 2011 Annual Meeting exhibitors, please visit www.aacei.org/am/exhibit

Our exhibitors represent the best in our profession! Visit your favorite vendors at the AACE Exhibition, and take advantage of being surrounded by the industry’s newest and hottest products and services. Exhibition hours will occur daily on the following schedule:

Sunday, July 8 – 1:00 PM – 8:00 PM
Monday, July 9 – 7:00 AM – 5:00 PM
Tuesday, July 10 – 7:00 AM – 3:30 PM

MEETING EXHIBITORS INCLUDE:

Acumen
Administrative Controls Management, Inc.
ARCADIS
ARES Software
Aspen Technologies
Bechtel Corporation
CH2M Hill
Compass International
Conquest Consulting Group
Cost Data Online, Inc.
Cost Engineering
D.R. McNatty and Associates
Dekker, Ltd.
EcoSys
Eos Group Inc
Faithful+Gould
Fluor
Hard Dollar Corporation
Hill International
IHS Global Insight
Journeyx
Kildrummy, Inc.
LoadSpring Solutions
McDonough Bolyard Peck, Inc.
Navigant
Omega Project Solutions
Palisade Corporation
Proest Estimating
Project Time & Cost, Inc.
ProPricer
Sage
Saudi Aramco
Schedule Analyzer Software
Schedule Cracker
Skire, Inc.
SM&A
The Spear Group Inc.
The TeamWork Group, Inc.
U.S. Cost
Verano Systems
WinEstimator, Inc.

CLICK HERE FOR FLOORPLAN
The papers presented in the technical program represent the best and most current tools and techniques used in industry today covering a wide range of programs and projects. There are over 100 hours of presentations to choose from over a three day period, organized in a variety of tracks such as: building information modeling (BIM); claims and dispute resolution; cost and schedule control; professional development; estimating; earned value management; global projects; IT/IM in project and cost management; owner issues; project management; planning and scheduling; decision and risk management; and skills and knowledge of cost engineering.

Please visit www.aacei.org/am/currentAM/program.shtml for more information.

Please visit www.aacei.org/am/currentAM/seminars/welcome.shtml for a complete description of the seminars.

COURSE TITLES - Scroll over the course titles for course descriptions.

**Thursday - Friday, July 5-6, 2012 (2 Days)**

<table>
<thead>
<tr>
<th></th>
<th>Course Title</th>
<th>Instructor(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>T-1</td>
<td>CCC/CCE Certification Exam Review</td>
<td>Dr. Makarand (Mark) Hastak, PE CCE</td>
</tr>
<tr>
<td>T-2</td>
<td>EVP Certification Exam Review</td>
<td>Kathlene Roberson, EVP / Terry McNew, EVP</td>
</tr>
<tr>
<td>T-3</td>
<td>Certification Exam Review</td>
<td>Julie Owen, CCC PSP / Logan Anjaneyulu, CCE CEP PSP</td>
</tr>
</tbody>
</table>

**Saturday - Sunday, July 7-8, 2012 (1-1.5 Days)**

<table>
<thead>
<tr>
<th></th>
<th>Course Title</th>
<th>Instructor(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>S-1</td>
<td>Project Controls from the Owner’s Perspective</td>
<td>Stephen L. Cabano / Paul G. Williams</td>
</tr>
<tr>
<td>S-2</td>
<td>Project Planning and Estimating Techniques</td>
<td>Dr. Parviz F. Rad, PE CCE</td>
</tr>
<tr>
<td>S-3</td>
<td>Estimating from A to Z</td>
<td>Douglas W. Leo, CCC CEP</td>
</tr>
<tr>
<td>S-4</td>
<td>The What, Why and How of Project Controls /</td>
<td>Anthony J. (Tony) Werderitsch, PE CCE CFCC</td>
</tr>
<tr>
<td></td>
<td>Improved Integrated Program Management (IPM) through the use of Earned Value Management (EVM)</td>
<td>James E. Krebs, PE CCE</td>
</tr>
<tr>
<td>S-5</td>
<td>Improved Integrated Program Management (IPM) through the use of Earned Value Management (EVM)</td>
<td>Kimberly A. Hunter, EVP PMP / Todd Johnston</td>
</tr>
</tbody>
</table>

**Wednesday - Thursday, July 11-12, 2012**

<table>
<thead>
<tr>
<th></th>
<th>Course Title</th>
<th>Instructor(s)</th>
</tr>
</thead>
<tbody>
<tr>
<td>U-1</td>
<td>Advanced Project Controls from the Owner’s Perspective</td>
<td>Stephen L. Cabano / Paul G. Williams</td>
</tr>
<tr>
<td>U-2</td>
<td>Basics of Construction Claims</td>
<td>James G. Zack, Jr. CFCC</td>
</tr>
<tr>
<td>U-3</td>
<td>Data Analysis, Statistical Modeling and Estimating Review Techniques</td>
<td>James D. Whiteside, II PE</td>
</tr>
<tr>
<td>U-4</td>
<td>Disaster Recovery Project Management</td>
<td>Dr. Randy R. Rapp, PE CCE</td>
</tr>
<tr>
<td>U-5</td>
<td>Construction Project Management and Control System Auditing Fundamentals</td>
<td>Dr. Sean T. Regan, CCE CEP MRICS</td>
</tr>
</tbody>
</table>

Please visit www.aacei.org/am/currentAM/register/ to register for a seminar.
Golf Tournament

The President’s Cup golf tournament will be held Sunday, July 8 with an 8:00 am shot gun start on the AT&T Canyons Course at the famous TPC San Antonio, host to the Valero Texas Open and AT&T Championship. Chairing the golfing tournament event will be John Haynes. The format for the event will be a four-team scramble with no handicap. You may enter as a team or as individuals. Individuals will be assigned by random draw to a team.

Individuals interested in registering for the golfing event may register online or login to the Portal and click on the Annual Meeting link on the left menu. Registration for the tournament will be cut off when 72 golfers have been registered or by 4:00 pm on May 31.

One hundred percent of gross sponsorship funds will be contributed toward the Scholarship Fund.

For complete tournament details visit www.aacei.org/mbr/news/2012/2012-01-26.shtml

Online and Silent Auction

Using the services of the leading charity online auction company, BiddingforGood.com, the Education Board will conduct an online auction featuring various items donated by members and others interested in supporting this worthy cause. Heading the auction fund raising effort will be Ann Marie Cox, a member of the Education Board who invites all members and interested parties to donate auction items by May 15th. Approximately 20 items will also be available for a silent auction to be held in conjunction with the Annual Meeting July 8-11 in San Antonio, TX.

For complete tournament details visit www.aacei.org/mbr/news/2012/2012-01-26.shtml

Learn about San Antonio

San Antonio, deep in the heart.

visitsanantonio.com

Click the link above to start the video
**Registration FEES**

All fees are in USD.

For complete fee descriptions please visit [www.aacei.org/am/currentAM/register/rates.shtml](http://www.aacei.org/am/currentAM/register/rates.shtml)

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*Verification of full-time student status must be provided when registering at the Student rate.*

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**Take $100 off your registration fee for staying at the host hotel, the Marriott Rivercenter Hotel!** Just enter your hotel confirmation number on your registration form to receive the discount.

<table>
<thead>
<tr>
<th></th>
<th>Full Technical Program (Sun-Wed, July 8-11)</th>
<th>1-Day Program</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Early Before June 8</td>
<td>Late** Before June 8 to July 1</td>
</tr>
<tr>
<td>Member</td>
<td>$995</td>
<td>$1095</td>
</tr>
<tr>
<td>Non-Member</td>
<td>$1095</td>
<td>$1195</td>
</tr>
<tr>
<td>Student*</td>
<td>$225</td>
<td>$275</td>
</tr>
<tr>
<td>Guests and Youth</td>
<td>Badged companions attend certain functions free! Luncheon tickets are $50 each.</td>
<td></td>
</tr>
</tbody>
</table>

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**CLICK HERE for Online Registration and printable Registration Form**

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**Money Saving TIPS**

**TIP 1** Stay at the host Mariott Rivercenter Hotel and save $100 on your multi-day Annual Meeting registration as well as each seminar registration, for a total savings of up to $300! Reserve your Mariott Rivercenter Hotel room and submit your reservation confirmation number on your Annual Meeting Registration Form.

**TIP 2** Register before the Early Registration Cut-Off Date, June 8, 2012, and save an additional $100!

**TIP 3** If you are not a member of AACE, join now to experience the benefits of membership and save money on your meeting registration! Go to [www.aacei.org/mbr/](http://www.aacei.org/mbr/) and start your AACE International membership.
If AACE International is unable to verify that you qualify for a discount, your registration payment will be charged accordingly.

Cancellation Policy: Full Refunds, less a $100 processing fee per registrant, will be issued for cancellations received in writing prior to May 20, 2011. Registration substitutions may be made without penalty. If non-member substitutes for a member, non-member rates are applied. Refunds will not be issued after the event. All requests should be mailed or faxed to:

AACE International
1265 Suncrest Towne Centre Dr
Morgantown, WV 26505-1876 USA
phone: 304-296-8444
fax: 304-291-5728

SAVE THE DATE

HYATT REGENCY DUBAI and GALLERIA
www.aacei.org/mtgs/ITCMC/