THE AACE INTERNATIONAL
2013-2014 SLATE OF CANDIDATES

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MEMBERSHIP AACE INTERNATIONAL MEMBERSHIP INCREASES BY 66%
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The first International Total Cost Management Conference, held November 14-15 at the Hyatt Regency Dubai, was featured on a major UAE business television show. City 7 News in Dubai, UAE featured highlights of the opening session as well as interviews with AACE International leaders.

To review the program on YouTube, click the image above or go to

www.youtube.com/watch?v=r6VukwhH3sc
President’s Message
Building Bridges

AACE International Elections
The AACE International 2013-2014 Slate of Candidates

Membership
AACE International Membership Increases by 66%

Special Feature
Moscow Business Forum on Cost Engineering a Success
The AACE International Total Cost Management Conference
Recent AACE International Total Cost Management Conference Featured on UAE Business Television

Women in Project Controls
Spotlight on Yequiu Wu

Young Professionals in Cost Engineering
Spotlight on Joshua Lavers

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AACE International’s 2013 Annual Meeting
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Next Month in the Cost Engineering Journal

MEMBER ONLY CONTENT
If you would like to gain access to the Source’s exclusive member only content, then become a member of AACE International today at www.aacei.org/mbr/how2join.shtml
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We are an association of “bridge builders.” Our area of expertise is total cost management, and AACE International is composed of individuals who create cost-effective solutions for the built environment around us. We reach out to other professionals, to each other, and to the world at large, making the world a more civilized place—so, we build bridges between people.

We also build physical bridges and other infrastructure. The difference between an advanced nation and a less-developed country is defined by how it treats its people, by the level of education and computer literacy, and also in the basic infrastructure of water and sewer systems, of bridges, roads, hospitals, airports, and energy distribution systems. Our members throughout the world are key players in making these kinds of projects possible.

This month I’d like to highlight some exciting recent achievements at AACE International.

- On October 1, 2012, we went LIVE with computer-based testing! This means that anyone in the world can take certification exams at any of 500 locations on their own schedule. The exams will be of the same rigor as the current proctored exams that were offered at specific times and locations, so you will have the opportunity to set your own schedule for exams in the future.

- We’ve also published the Decision and Risk Management Study Guide! This kicks off a brand new certification which will be available as a beta test later this year – the Decision and Risk Management Professional. Many kudos to those who recently completed the DRMP Study Guide – Dr. Sean Regan, as part of the Education Board, was a primary author of the study guide; John Holloman was the head of the DRMP Task Force and he and his team have been guiding this through several years of progress; the Technical Board has checked the document for accuracy; the Certification Board has developed the certification exam for DRMP; and HQ had the document edited. This is ready for our members now.

- Another big benefit to our members is our new On-Line Learning Center, kicked off on Oct. 1. Please go on the web and check it out. You can use this to get recertification credits and for programs for your sections. All the presentations from the Annual Meeting were recorded, so you can pull up specific programs to view them. There are 4,600 technical paper, documents, and videos available for your use.
You can now download our documents onto your I-Pad, Nook, or Kindle from the Online Learning Center! This is exciting.

We just passed the 8,000 mark in members for the first time, a 60% growth since 2005. This is exceptional because many organizations had declining membership during this period. We have always strived to provide services that our members value, so this is a good indication that we are pleasing our member base. There’s always room for improvement, so if you have any concerns or needs, please let me know! We hope you’ll participate in our new membership contest asking each “Member to Get a Member”.

November 14-15 marked a significant milestone for AACE International, our first International Total Cost Management Conference in the dynamic city of Dubai! It was my honor and privilege to speak at this conference. This historic event represents the first educational meeting held by our Association outside of North America. And while this may be the first, our strategic plan calls for this to be a frequent occurrence in the future as AACE International fulfills its vision to be the worldwide authority for total cost management. This conference adds to the tangible evidence of AACE International truly evolving into a global entity. As testimony of that trend, our pool of approved, peer-reviewed technical papers were submitted from 13 different countries around the globe and we have many countries represented among our delegates registered for this conference.

I would like to recognize the international composition of our planning committee for this event. Our co-chairs, Madhu Pillai CCC and Dr. Sean Regan, CCC CEP and their committee, including Trevor Crawford, CCC; Philips Tharakan Mulackal, CCE EVP; Julie K. Owen, CCC PSP, Vice President-Regions; James Perry - Director-Region 9; Asoka K. Pillai, CCE EVP FAACE - Technical Board Representative, and Gulam Farooq Quadir, CCE - Director-Region 7, who did an exceptional job of planning this first international meeting. They have worked tirelessly to make this event possible. I want to extend a hearty thank you to these hard-working volunteers! ◆

If you would like to contact our current president with questions or comments about The President’s Message please address your email 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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Included in this issue of Source magazine is the slate of candidates for the 2013-2014 administrative year. Election guidelines allow candidates to have published or posted up to one column of biography and goals and objectives for their respective offices. 2013-2014 election information and the candidate submissions are published on this and the following pages.

Annual AACE International elections are conducted electronically. AACE International has contracted with Votenet Solutions of Washington, DC, to provide the needed software and electronic voting expertise. Members will be able to link to the voting site through the AACE International website at www.aacei.org. Once at the voting site, members will use their member identification number and password to access the ballot and vote. All candidate bios, goals, and photos will be easily accessible for review at the electronic site.

All AACE International members eligible to vote in the 2013 election are urged to read and review the biographies of each candidate, along with their goals and objectives for the office they seek, before they complete their ballot.

Campaigning is Prohibited

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

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

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

Members Must Vote Electronically on or Before 4 P.M. Eastern US Time on March 15, 2013

Election of Officers and Directors will be by use of an electronic ballot. The official election ballot for Officers will be posted and available to each member and associate member on or before February 1, 2013. Each voter shall properly signify on the ballot the voter’s choice for the various Officers. A security feature of the electronic voting system allows members and associate members to vote only once. A voter can print out a receipt that will include an individual verification number as proof of having voted.

For election of Directors-Region(s), these candidates will be listed as a continuing or additional page for members or associate members in the Regions electing candidates during the 2013 election. Each voter shall properly signify on the ballot the voter’s choice for the Director.

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

Electronic voting will end as of 4 p.m. Eastern US time on March 15, 2013. Ballots received after March 15, 2013, will not be counted.

Your vote is important to the future of AACE International.
About the Candidate Profiles, Biographies, and Goals

Published on the following pages is the full slate of candidates for the various 2013-2014 offices that are up for election to the AACE International Board of Directors. The information contained in the write-ups was submitted by the individual candidates and reflects their prior participation with AACE, as well as their goals for the office to which they have been nominated.

The 2013 election slate offers members a choice between two candidates for each of the offices open for election, with the exception of one Director-Region office.

Vying for President-Elect are Martin Darley, CCC and Madhu Pillai, CCC. For VP-Administration, the candidates are Nick Kellar, CCC EVP PSP and Trey Seabrook, CCC. For VP-TEC, members will choose between Pete Griesmyer and Donald F. McDonald, PE CCE PSP.

Regions 3, 5, 6 and 8 will elect a Director-Region to the AACE Board of Directors. Candidates in Region 3 are: Andrea Bach and Mark Cundiff, PSP. Candidates in Region 5 are: Logan Anjaneyulu, CCE CEP PSP and Dave Norfleet, CCC CFCC. Candidates in region 6 are: John haynes, PSP and Aniekan Usoro, CCE. Region 8 is the only ballot opening featuring an unopposed candidate, Ashok Pillai, CCE EVP.

Constitution and Bylaws Amendments

The 2013 ballot will also feature a number of proposed amendments to the AACE Constitution and Bylaws. Members will vote on the proposed changes as a package, casting a single “For the Amendments” or “Against the Amendments” vote. Additional information on the proposed amendments is available on page 16.
Martin Darley, CCC

AACE International Activities:

Martin Darley has been an active member of AACE for over a decade and is currently serving on the AACE Board of Directors as the Vice President of Administration. His prior Board service includes the role of Director for Region 5. He is also a Past President of the Houston Gulf Coast Section for which he received the Outstanding Section Award for 2007-2008; he continues to serve as one of the Board of Directors. Martin has supported the Certification program via proctoring and grading of technical papers. As VP administration, Martin has had opportunity to work with committees seeking ways to promote Diversity, Young Professionals, and Women In Project Controls. He has worked closely with the committees overseeing Mentoring, and the Recognition and Awards for member’s service to AACE. He has participated in representation to various industry groups, and presented technical papers at conferences including the Association’s Annual Meeting. Mr. Darley spent most of his career in the UK before moving to the US 12 years ago. He is Senior Cost Engineer with Chevron’s Project Resource Company and recently accepted a position as a Business Services Manager for a major international project. Prior to Chevron he spent most of career in leadership positions for cost consultancy companies providing services on a wide variety of projects/clients. Martin is a Certified Cost Consultant, and a Fellow of the Royal Institution of Chartered Surveyors, studied at the College of Estate Management, is a Chartered Quantity Surveying, of the Royal Institution of Chartered Surveyors, studied at the College of Estate Management, is a Chartered Quantity Surveying, and Chartered Project Management, holds a Diploma in Business Excellence, Newcastle College, and is a Certified Value Manager, Herriot-Watt University, Edinburgh.

Goals and Objectives:

I am US based, but will be overseas extensively in both Europe and the Far East for much of any further term of service. I will leverage that opportunity to emphasize the international face of the Association. I believe that I will be well placed to understand the issues, challenges, and rewards as the Association realizes its goals to expand the membership base.

As President I will:

• Increase the recognition and prestige of AACE International, and the value of the profession of cost engineers to the business, academic, government, and professional communities.
• Maintain the Association eminence status as provider of world-class quality Technical, Educational, and Certification programs to the communities we serve.
• Provide greater emphasis on the promotion of the Young Professionals, Women in Project Controls, Diversity, and Mentoring within the Association.
• Advocate global growth through expansion of our regional networks by building organizational capability to support the regions.
• Promote AACE membership and its recognition as the professional organization of choice through focused delivery of the Corporate Organizational Membership Program.
• Encourage individuals, and companies to realize the maximum benefits of their AACE membership.
• Have fun.

Madhu Pillai, CCC

AACE International Activities:

Madhu P. Pillai had served on the International Board of Directors for AACE as Region-7 Director (Europe, Middle East, Asia and Africa) and is currently the Chair International Marketing Advisory Committee. He was the Co-chair for the first International Cost Management Conference of AACE in Dubai, and had earlier held position of President of Arabian Gulf Section and India Regional Section. Madhu was awarded the O.T. Zimmerman Founder’s award by AACE in 2008 and is a recipient of the Millennium Achiever Award of International Institute of Success Awareness. He currently serves as Assistant Director on the Board of International Cost Engineering Council (ICCC). Madhu is Projects Director with Kentz Engineering International Limited; part of Kentz Group, operating across 27 countries. He has 26 years of broad-based Oil & Gas, Petrochemical and Power industry experience in India, Nigeria, USA, Bahrain and Saudi Arabia. He is an Electrical Engineering graduate (B Tech) with double post-graduate in Human Resources Management (MHRM) and Business Management (MBA). He is currently pursuing his Ph.D. in the area of “Strategic Project Management Leadership” and holds triple professional certifications of Certified Cost Consultant (CCC), Project Management Professional (PMP), and an Associate Value Specialist (AVS). He is a frequent speaker at many International and Global conferences.

Goals and Objectives:

Having lived and worked in multiple countries and with vast experience on east and west cultures/business in for-profit and non-profit organizations, I have developed a strong ambassadorship for AACE’s products, services and programs. My key goal will be to make AACE globally recognized as the advocate for Cost Management and Project Controls, promoting a fast growing Global AACE family. I plan to achieve this by working with fellow board members and HQ team to:

• Develop and execute a strategy for increasing international visibility of the Association.
• Facilitating more events at region and section levels to effectively reach out to professional communities.
• Providing superior value to stakeholder ecosystem: members, practitioners, partners, industry, academia, etc.
• Spread the value of TCM into ‘less project management influenced’ sectors like manufacturing, services etc.
• Creating a superior global volunteer base and developing “Brand Ambassadors” rather than just volunteer leaders.
• Working closely with VP (Regions) for reactivating dormant sections and launching new sections.
• Initiating a special drive to encourage industry and business to specify AACE certifications as “Desirable” (at least) in their employment advertisements.
• Making the association more agile to the changing global markets and competition from other professional organizations.
• Creating greater collaboration among global member communities and nurturing more global partnerships among industry, academia, governments and society.
VP-ADMINISTRATION - VOTE FOR ONE OF TWO

Nick Kellar, CCC EVP PSP
AACE International Activities:
Nick joined AACEI in 1993 and became certified in 1996. The following year he joined the certification board and a few years later became chairman of the Certification Board. During his time as Chairman, the Certification Board automated the certification exam to database, conducted the first web based prototype for future AACE certification testing, and created the first in a series of specialty certifications. In 2005, he chaired the creation of the Earned Value certification and in 2007 was awarded the O.T. Zimmerman Founder’s Award. In 2008, Nick along with a hand full of other practitioners, re-activated the Alaska Section of AACE where he currently serves as a local Board member. In 2010, he was elected as an AACE Director with responsibilities for Region 6. Nick has been a long time supporter of the certification programs and has helped hundreds of colleagues prepare through course work for the CCC/E, PSP, and EVP exams in the US, Europe and the Middle East. Nick works as the Regional Project Services Manager for BP Alaska. He holds a bachelor degree in Business, a Masters in Environmental Engineering, and a Masters in Government Contracts. In addition to work and volunteering in AACE, Nick is a CAP pilot flying search and rescue in Alaska, an active adult leader in Boy Scouts, and an active volunteer and fund raiser for United Way and other local charities.

Goals and Objectives:
AACE has made some cornerstone changes over that past few years and in doing so allowed us to more effectively respond to what our members want. Not only have we grown in membership, but also in our focus toward improvements that serve our members. I see evidence of this everywhere from the rollout of electronic testing for certifications so you can take a certification exam where you want and when you want; to training and education programs now being offered such that every section can easily provide local training. And, I see outreach and focus groups like the Mentoring program, Women in Project Controls, and Young Professionals really connecting with members in ways that enhance our entire association.

I am proud of where our association is heading and grateful that I have been able to play a small part in these advancements. As VP of Administration my primary goal will be to keep this momentum. By helping to set clear and simple goals with the other officers and to work hard to ensure that your association and its staff serves you. A key component to our future success will be how effective we are in leveraging technology. The following are a few of my objectives:

- Provide technology to sections to help them host electronic meetings where members can participate remotely.
- Put our education materials where people will find them (Amazon for example) and in formats that support downloads to pads and other devises our members use.
- Bring more from our Annual Meetings in terms of lectures and course content back to the sections in ways that will enhance their training programs and monthly meetings.
- Create stronger ties with international sections to understand how barriers created by language, time zones, and logistics can through technology be reduced, if not eliminated.

Trey Seabrook, CCC
AACE International Activities:
Trey is a Project Controls Advisor at Chevron. He has a BS degree in Engineering Technology in the field of Construction Management from Oklahoma State University. He has 32 years of experience in project cost and schedule control and construction management including 26 years in petroleum facility development on domestic and international projects. His career focus has been in the cost engineering area. He has presented several papers at Annual Meetings and is completing his second year as Region 5 Director. Other activities include:

- Member of AACE since 1996
- Member of Houston Gulf Coast Section (HGCS) from 1996 – 1999 and 2006 – present
- Director on HGCS Board of Directors since 2011
- Certified Cost Consultant since 2002
- Served on the Certification Board from 2004 – 2010
- President of the Council of Engineering and Scientific Specialty Boards (CESB) - 2012
- Member of Dallas Ft Worth Section, 2000 – 2005

Trey was a member of Chevron’s Cost Engineering Capabilities Initiative which selected the AACE Total Cost Management (TCM) Framework as a guide to assist the company in developing its foundational cost engineering standards, fully integrated cost engineering work processes and general training.

Goals and Objectives:
Being involved with AACE on the association level since 2004, (Certification Board and Board of Directors), I have seen the organization grow membership, increase number of certifications, and develop exceptional technical and educational products. As AACE has grown over the years, it continues to set the standard in cost engineering.

As the Vice President – Administration, I plan to:

- Have a smooth transition from existing VP Administration.
- Ensure Corporate and Organizational Membership Partnership (COMP) program is streamlined for large and small companies and eliminate inefficiency.
- Work with other members of the Board of Directors in promoting membership growth domestic and international.
- Maintain the AACE Organization Manual and ensure completion of the update started by current VP Administration.
- Promote opportunities for members to be involved through various committees and task forces (Mentoring Advisory Committee, Young Professionals Committee, Women in Project Controls Committee and Diversity Task Force, etc).
- Perform VP Administration responsibilities including acting as legal officer of the association and corporate secretary.
- Continue to assist the Association Boards in promoting the awareness of certification, educational and technical products and services.
- Work with HQ staff and Executive Director to ensure office operations continue smoothly and make improvements as necessary. Thanks for your consideration.
Pete Griesmyer

**AACE International Activities:**
- Member of AACE since 1988.


**Goals and Objectives:**
- Having been a member of AACE for 24 years I have seen tremendous growth within the organization. Today this growth is rapidly expanding beyond the original boundaries that our forefathers of AACE envisioned, including the International Regions. As a result the association has to provide essential membership support including the educational, technical, and certification products that our entire membership can use. As current Chair of the Education Board, I have had the opportunity to closely work and communicate with the chairs of the Certification and Technical Boards. Because of this relationship, it gives me a unique opportunity to allow the TEC Associate Boards to continue to develop this synergy. Also, as Chair, I initiated the concept of the International Scholarship Program that the Ed Board is developing.

I would like to accomplish the following goals and objectives:

- Support the effort and the work of the members of the three Associate Boards.
- Work closely with and facilitate communication between the Associate Boards, the Board of Directors and Headquarters.
- Assist the Associate Boards to continue the alignment of the Technical and Educational material and the TCM Framework so that all material is on the same platform.
- Ensure all three Associate Boards fully understand and support the International aspect of AACE.
- Expand the awareness of our TEC products to university programs in the US, Canada and Internationally.
- Work with our TEC Associate Boards to facilitate communication, interaction and support with Regions.

Donald F. McDonald, CCE PSP

**AACE International Activities:**
- Donald holds a 1984 M.E. degree in Civil Engineering, Construction Management from Texas A&M University. He received his BS degree in Mechanical Engineering in 1979, also from Texas A&M. He became an AACE Fellow in 2005; certified as a Planning and Scheduling Professional (PSP) in 2005 and as a Certified Cost Engineer (CCE) in 1986. He has been a Registered Professional Engineer in Texas since 1989. Donald has more than 25 years experience in the analysis of complex changes, delays, claims and dispute resolution on a wide variety of engineering and construction projects. Currently as Executive Director, Claims Management in Fluor’s Law Department, Donald is responsible for working with business units and project teams in the prevention and resolution of claims and disputes. He has extensive experience in evaluating contractual and technical issues that form the basis of cost and schedule damages claims.

With Fluor, Donald oversees the management of significant claims activities on behalf of Fluor’s Corporate Claims Management Group on EPC/Design-Build projects. These projects have involved design and construction of power plants, US embassies, transportation systems, petrochemical and refining facilities worldwide. Donald interfaces with inside and outside counsel and claims consultants to ensure timely and efficient resolution of potential disputes via mediation, arbitration or litigation. He has developed and presented training on a variety of topics over his career.

**Goals and Objectives:**

- My goals for the TEC position is to ensure that:
  - The Technical Board sets the minimum standards by which those in our profession hold themselves to.
  - The Technical Board identifies the minimum standards and framework of knowledge that we should establish as our Certification Criteria.
  - The Education Board develops and publishes high quality materials to aid those seeking to refresh their learning and experience in order to sit for our certifications.
  - The Education Board promotes the knowledge of the benefits of AACE membership and its products within colleges and universities so that the profession may continually refresh with the best and brightest graduates.
  - The Certification Board develops high quality certifications tests that enable AACE to continue to lead in the promotion and acceptance of well qualified and technically competent cost engineering professionals.
  - The Certification Board develops programs that ensure that those who are AACE certified maintain their certifications to the high standard that the profession demands.

This can only be done by ensuring that the Technical, Education and Certification Boards are working in concert toward a common goal of ensuring the profession is constantly being pushed to achieve higher standards.

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**VP-TEC - VOTE FOR ONE OF TWO**
**Director-Region 3 - Vote for One of Two**

**Andrea Bach**

**AACE International Activities:**
Andrea Bach is the current president of the East Tennessee Section after serving as Vice-President last year. She has been an AACE member since 2006. She first presented at an AACE Annual Meeting in 2005 on “Implementing an ANSI-Compliant Earned Value Management System” and has also presented in 2006 about the “Aging of the Project Controls Professional” and again 2007 discussing Parsons’ Project Controls Manager Certification and Project Controls In a Training Development Program. She attained her CCC in early 2009.

**Professional Experience:** Andrea has over 25 years of experience in project controls and is currently the Project Controls Manager for the Uranium Processing Facility at the Y-12 National Security Complex in Oak Ridge, TN. She accepted this position with B&W Y-12 in August 2010 after completing over 10 years of service with Parsons. Her last Parsons’ position was as the regional project controls manager for the Southeast US and South America for Parsons Transportation Group. Prior to entering the transportation industry, Andrea’s experience has been primarily in the Department of Energy environment as well as Department of Defense. She has assisted in the development and certification of two ANSI-compliant Earned Value Systems and has been Project Controls Manager on several projects in the $300M-$500M range as well. Andrea holds a Master’s Degree in Economics from Xavier University and a Bachelor’s Degree in Business Administration and Information Systems from Tennessee Technological University.

**Goals and Objectives:**
My personal passion is to assist in the recognition of Project Controls as a career to high school and college students and enable early career professionals to participate in a career path which allows them to become world-class project controls professionals in an expeditious manner. The local sections of AACE need to lead the way in this effort by working with local colleges and universities, as well as high schools. I believe this will help with recruiting younger people into the field of project controls by providing more exposure about what we do to students and recent graduates. I would like to assist in the development of relationships between the local section and the schools in my region, as well as assisting the many sections in accomplishing the goals they have set.

My goals for the region include the following:
- Encouraging member participation through regional events, virtual events and multiple communication pathways.
- Revive the current sections which have fallen to the wayside.
- Mentor Section leaders and motivate them to lead award winning sections. Assist in the development of future leaders by fostering an environment where participating is greatly appreciated.
- Identify areas where new sections are needed and find local supporters to develop new sections in the region.
- Encouraging certifications within the sections and reaching out to companies to encourage them to require certifications for their employees.
- Developing relationships with local colleges and universities to educate students about the benefits of AACE education and the opportunities within the project controls field.

**Mark Cundiff, PSP**

**AACE International Activities:**
Mark is Vice President at Hill International. He has a B.C.E. in Civil Engineering from Georgia Institute of Technology, 1979. He did coursework at Marshall University, 1974-1975 and at Ohio University, 1972-1974. He is a certified Planning and Scheduling Professional (PSP). He is a member of the Project Management Institute (PMI), Construction Management Association of America (CMAA), American Society of Civil Engineers, Construction Institute, Associated Builders and Contractors of Georgia, Inc., and Associated General Contractors of Georgia.

Mark has more than 35 years of experience in planning, scheduling, project management, contract administration, budget and cost control, estimating, bidding and purchasing for a wide variety of large commercial and heavy civil projects including healthcare facilities, prisons, power plants, paper mills, manufacturing plants, military installations, defense, bridge and tunnel, railroad and roadway, marine, government, oil and gas pipeline, stadium and multifamily residential sectors. His clients have included owners, architects, design firms, government entities and agencies, contractors and subcontractors, project managers, sureties, law firms and individual attorneys. As a senior consultant, Mark reviews, analyzes and provides expert testimony on a broad range of construction projects in the U.S., Europe and the Middle East.

Mark has planned and guided complex construction programs from pre-construction through closeout, leading and managing in-house and onsite project staff. He has also performed forensic analysis and provided expert testimony on matters involving planning, CPM scheduling, as well as construction cost and performance issues. As an experienced and seasoned expert, Mark has provided valuable insight during case management, discovery, document control, database management, graphics, settlement negotiation, mediation support and expert testimony. He is also comfortable dealing with issues such as productivity, impact, cost/quantum, and forensic scheduling in AAA arbitrations, mediations, state and federal courts, and the International Chamber of Commerce (ICC) arbitrations. Mark currently serves as an officer on the Board of Directors for the Georgia Engineering Foundation (GEF) and as Scholarship Director for the AACE Atlanta Section.

**Goals and Objectives:**
- Work with each Section to establish achievable tailored goals for each Section and a solid path toward those goals with assistance from myself, AACE and other area Sections.
- To serve as a conduit between the Sections to improve communication and networking within the organization.
- To serve as a conduit between the Sections, the International Office and the other Regions.
- Travel to each Section, attend meetings and work to revitalize struggling and growing Sections.
- Mentor individuals and sections in developing their scholarship and certification programs.
- Further the growth of membership and professional interaction with other professional organizations and within each of the Sections.
Logan Anjaneyulu, CCE CEP PSP
AACE International Activities:
Logan Anjaneyulu has over 10 years of engineering and management experience in the energy, oil and gas, power, heavy civil, petrochemicals, and refining industries. Logan currently is a Director of Turnaround and Project Controls at Valero Energy Corporation, San Antonio, Texas. He has worked as an owner, construction manager, and a contractor. He is an active AACE member since 2005. He is a CCE, CEP, PSP, and PMP. He served on the Southern California Section board multiple years; two terms as the Chair of the AACE Diversity Task Force (DTF); Chair of the AACE Mentoring Program (2010-11); 2009 “Outstanding Educator of the Year Award;” 2010 “Distinguished Service Award;” “2012 Outstanding Young Professional Award.” In August 2011, he relocated with his family to Chicago and was elected Director for 2012-14. With his recent career move to San Antonio, Region 5 is his new home. He holds a bachelor’s degree in Civil Engineering from the College of Engineering Guindy, Anna University, Chennai, India; a master’s degree in Construction Management from Michigan State University; and an MBA from the Kellogg School of Management at Northwestern University.

Goals and Objectives:
As Director of Region 5, I envision accomplishing:

- It is my goal to increase the number of active sections in Region 5; add new sections to the region. Increasing activity in Region 5 by encouraging member participation through regional events, certification training, and Annual Meeting attendance.
- Increasing student membership by actively reaching out to young student members to promote next generation members.
- Assist struggling or inactive sections to become reinvigorated. Enhance regional membership retention statistics. Promote section growth by increased section activities.
- Visit all sections in Region 5 to understand their structure, needs, and assist them to grow sustainably.
- Closely work with DTF, WPC, and YPC to promote diversity and mentor young members for section leadership roles.
- Enhance regional level annual technical event fostering technical and professional growth.
- Mentor section leaders and members to step up and take leadership roles at regional level and international level. Identify and develop future leaders of our association.
- Promote membership growth through extensive outreach to regional employers, corporate entities, and local universities. I work in a leadership role for a Fortune 50 energy company. Region 5 being the global hub of energy, oil & gas activities, I look forward to actively engaging my company and other companies in our region to promote AACE professional growth and increase activities in our region.
- Align with Technical, Education, and Certification Boards of our Association to serve as a voice of our members of Region 5 for technical, education, and certification improvements.
- Develop and implement a Region 5 strategic growth plan in conjunction with Association strategic plans. ♦

Dave Norfleet, CCC CFCC
AACE International Activities:
David has served in every officer position within the Rocky Mountain Section and is currently President. He serves on the Decision and Risk Management Certification Task Force and also served on the CFCC Certification Task Force. David regularly speaks and writes on cost engineering topics, has often presented at the Annual Meeting, and has been published in Cost Engineering. He holds a Bachelor of Science degree and has been qualified as an expert witness in construction disputes cases. He is currently a Principal with Project Analytics Group. Prior positions include Estimating Manager at Lockheed Corporation and Director at SBSA, Inc..

Goals and Objectives:
Having served as Section officer for many years, I have seen some good years and some not so good years and have an understanding of the difference between both. We find more challenging work and personal schedules today than when I joined AACE International. That fact makes active participation in local Sections harder. Our busy schedules also make the monthly dinner meetings more difficult to attend. We need to find creative ways to work around those schedule conflicts, especially for our Section officers and committee members. I will work with the Sections within Region 5 to discover reasonable and effective solutions to this issue.

We are experiencing a natural aging of our membership and we need to be aware of this situation. I want each Section to actively participate in the scholarship program at some reasonable level and to regularly communicate and collaborate with their local colleges and universities. We also want to take advantage of the Young Professionals Committee and available mentoring programs to entice and develop our next generation of cost engineering professionals.

I am an advocate of continued career development through certifications, publishing, and presenting at the Annual Meeting. I want to make sure each Section is planning for and encouraging its members to participate in these efforts. ♦
John Haynes, PSP

**AACE International Activities:**
John L. Haynes, PSP, is a certified Planning and Scheduling Professional (PSP) since 2002; currently the Chairman - AACE Western Winter Workshop for the past 11 years. Past President of San Francisco Bay Area Section (two-terms), Served as VP, Secretary, and Treasurer of the SFBA Section.

Served as AACE Director – Region 6 in 2010 –2011. John is currently serving on the section board as an advisor.

**Education:** B.A. Music, Musicians Institute, Professional Experience:
Project Controls Manager for Hill International, Inc. Duties: Project Manager for San Francisco Bay Area Section (two-terms), Served as VP, Secretary and Treasurer of the SFBA Section.

John has served as a Project Controls Engineer for construction of Civil/Industrial, Transportation, Information Technology and GSA contracts for over 26 years running, with a TIC valued over $7.7 Billion.

**Favorite project:** Schedule Program Manager on Amtrak’s “Acela” High-speed Rail from Washington, DC to Boston, MA.

**Goals and Objectives:**
As Director of Region 6, I will ensure a smooth transition from my predecessor. I will celebrate and work to increase the enthusiasm brought to this association during these past two years. I promise to help sections across Region 6 by rolling out opportunities to get the word out to both private and governmental concerns in their area. Work in creating a regional family through the Western Winter Workshop and Annual Meeting.

- Provide a conduit between sections in the region.
- Work to create new incentives for attracting members and providing opportunities for section and regional growth.
- Perform needed review of the section’s admissions, constitution, and by-laws.
- Reach out to the region regarding Fellow awards, ensuring that service to the Association is remembered, offered, and granted.
- Act as Regional Secretary of the Association. Provide more access. Reach out to sections using visitation, conferencing, and mentoring as requested.
- Work with the VP-Regions and the Board to find new ways for needed growth in scholarship funding and outreach.
- Finally and most importantly, I will do all I can to help get our message out to state and federal agencies for adaptation of the fundamentals of “Total Cost Management,” with the certified/recommended practices developed over the past 56 years. I truly appreciate your consideration and this opportunity to serve the Association.

Aniekan Usoro, CCE

**AACE International Activities:**
Aniekan has been an active AACE member since 1990 (22 years). He is a CCE, and holds a PMP from the Project Management Institute, and AVS from the SAVE International. Aniekan has over 25 years of broad and solid experience in project controls and program management. He holds a B.S. degree in Civil and Construction Engineering from Iowa State University. Currently, he is the Director of Project Controls at Sound Transit, a regional transit agency where he oversees the program control and management functions for the design, construction, and startup of the agency’s capital programs. In the Seattle Section, he has served in the Directorship positions (2007-2009); as Vice President (2009-2010); and presently as the Section President since 2010. Under his leadership, membership and member participation, enthusiasm, and interest in the section activities have significantly grown. Aniekan is also an active member of the Project Management Institute (PMI), SAVE International, and the American Society of Civil Engineers (ASCE).

**Goals and Objectives:**
Facilitate growth and professional development among cost engineering professionals in the region, raise awareness about AACE International activities, certifications, technical resources, and educational opportunities. I will work closely with local sections and regions to share resources and experiences. I will work to improve communication among local sections and regional groups. I will work to promote significant membership growth, partnering with industry peers and encouraging the establishment of student Sections in local and regional universities.

As Director for Region-6, I plan to pursue the following initiatives to achieve my objectives:

- Promote membership growth through outreach to local and regional employers, universities, and local colleges.
- Enhance recognition, awareness, and prestige of AACE International, cost engineering profession, and benefits to business, academic, and professional communities in the region. Partner with industry peers and encourage corporations to make AACE certifications a job requirement.
- Promote cost engineering program as a rewarding career to university and college students and increase student membership through mentorship, scholarships and industry.
- Support cooperation and mentoring initiatives at both member, section levels, and in the region to promote knowledge development in cost engineering, and total cost management skills.
- Support local section operations through regular meetings and established feedback.
- Promote inter-sectional cooperation by supporting and encouraging regional seminar and conferences.
Asoka Pillai, CCE EVP

**AACE International Activities:**

Asoka has over 25 years of experience in project control and project management in both the government and private sector, and has been an active AACE International member since 1994. Asoka has worked in several leading EPC industry firms such as Bechtel Power Corporation, Westinghouse, Washington Group and Savannah River Remediation LLC, URS Corporation. Currently working with Bechtel Australia under their Mining and Metals Global Business Unit as a Project Controls Manager.

He became a CCE in 1996; an EVP in 2006; and an AACE Fellow in 2007. He is on the AACE Technical Board, serving as the director for the International TCM Meeting. He is Chair of the EVM Committee and he serves as an EVP exam evaluator. From 2008 to 2010, Asoka served as the Director for Region 3. He held the position of an Executive Board Member of the Central Savannah River Area Section for several years, serving as President, Vice President, Programs Director, Communications Director, and Treasurer. Asoka has been a volunteer instructor for the CCE/CCC Certification Prep Courses, and set up CSRA Section’s EVP/PSP Certification Courses and obtained sponsorships from Augusta State University. Asoka holds a Bachelor of Science degree in Mechanical Engineering and a Master of Science degree in Project Management from George Washington University. He is a member of PMI, Institution of Engineers (India) and the American Society of Mechanical Engineers.

**Goals and Objectives:**

As the Director of Region 8, I would support all the grassroots efforts of the Sections that contribute to the overall growth of AACE. My specific actions and plans will include:

- Improve communications by being a conduit between the AACE International leadership and the leaders of various sections in the Region. Communicating the Board plans and objectives clearly and directly to the Sections and to understand their concerns and procure assistance from home office, where necessary.
- Encourage sections on increasing memberships, helping their members in obtaining certifications, and help to achieve AACE International recognition awards.
- Support efforts of the Sections in arranging joint meeting opportunities with other professional associations/societies in respective areas.
- Recognize sections organizing effective certification/education workshops and conducting regular monthly meetings with effective speakers.
- Help to establish new sections and student chapters in the region, where there are opportunities for growth.
- Share best practices among various sections under the region for continued growth. Help to share webpage and newsletter information to understand what works across the board.
- Solicit memberships from local sections to the AACE International committees and education boards for mutually rewarding experiences and encourage annual meeting attendance.
- Help to make the AACE International experience, a rewarding one for every member from each section in the region.

### AACE BOARD RECOMMENDS APPROVAL OF PROPOSED CONSTITUTION AND BYLAWS CHANGES

The AACE International Board of Directors voted October 20 to recommend that members approve provisions to provide more direct representation in the Association’s decision-making process by its three associate boards. The Board approved the Governance Task Force recommendations to make the changes.

Members of the task force include Steve Revay, CCC CFCC, Joe Andraos, Pete Griese, John Livengood, CFCC PSP, Alexia Nalewaik, CCE FACCE, and Dennis Stork. The proposed bylaws changes recommend adding several new positions to the board to increase its representative nature. In addition, the Governance Task Force recommended the creation of an Executive Committee to handle routine administrative and executive functions requiring Board of Directors attention. If approved by the membership in an election in 2013, the net effect will be to expand the AACE International Board of Directors by three members in 2014-15.

### Representation of TEC Boards

The recommended amendments to the Constitution and Bylaws, that will be presented to the membership to vote upon in the 2013 election cycle, include a provision for direct representation by the three associate boards, Technical, Education and Certification on the Board of Directors. Currently, those entities are represented by a single officer, Vice President-TEC (Technical, Education and Certification).

According to Revay, the consensus of the current Board of Directors emerged that these three associate boards are crucial to the continued success of AACE International in advancing the practice of Total Cost Management and that direct representation of their concerns and issues was essential in creating an effective organizational structure to move the Association to the next level of achievement. As a result of the direct representation on the Board of Directors, the current position of Vice President-TEC would be phased out.

Each associate board’s representative to the Board of Directors would be nominated by each associate board’s respective nominating committee and approved by two-thirds of the respective associate board. The new positions would be entitled Vice President-Technical Board, Vice President-Education Board and Vice-President-Certification Board. All would serve as ex-officio members of their respective associate boards and these positions could be filled by the current associate chair if desired by the associate board.
Proposed Changes to VP Regions Post

A second recommended change in the Board of Directors structure would be splitting the current Vice President-Regions into two positions, Vice President-North American Regions and Vice President-International Regions. Consistent with the direction of the current strategic direction to pursue international growth, this structural change will assure that there will always be international representation on the Board of Directors, while also assuring adequate attention is provided for the sections in North America.

"By dividing this responsibility for our nine regions between these two positions, we believe we can provide better representation and services to sections and members in all categories," Revay commented. The two vice presidents for regions will be elected on alternate years for continuity purposes. Regional representatives to the Board of Directors will remain unaffected.

Creation of an Executive Committee

A third recommended change is the creation of an Executive Committee comprised of the officers of the Association. The Executive Committee will be empowered to recommend actions for consideration of the entire Board of Directors on routine administrative and executive matters that eventually require Board approval.

The entire Board of Directors will be notified in advance of all topics to be considered by the Executive Committee in advance and any actions recommended will require a subsequent two-thirds approval by the entire Board of Directors by electronic ballot. "The creation of an Executive Committee will allow us to address certain administrative and routine executive issues at that level and let the entire Board of Directors focus on strategic and policy issues when we are deliberating as a Board of Directors."

"Our research suggests that most professional associations have an executive committee to facilitate these processes and we believe that AACE International would be well served by creating a standing executive committee to leverage the limited time available for the entire board to consider strategic direction and policy questions," Revay commented.

Changes To be voted On In 2013 Election

“Our task force firmly believes that these recommended amendments are in the best interests of the Association in achieving our mission and vision. At the same time we want to assure that all members have an opportunity to ask questions and express their opinions prior to voting on the recommendations from February 1-March 15, 2013,” Revay stated.

To review the specific changes to the Constitution and By-laws read through the following PDF which has a line through wording to be removed and the proposed new wording is underlined and both are highlighted in red for the convenience of the reader.

To read the proposed changes please go to:

Recruiting qualified professionals has never been easier.

The AACE Career Center is the most effective way to find leading practitioners in the total cost management profession. Unlike generic job posting services, AACE International commits to not only helping you hire the best person for your position, but also helps you develop that individual to their fullest professional potential by offering a complimentary AACE International membership for the balance of the year the person is hired or a $150 discount toward registering for an AACE International credential such as CCC, CCE, CEP, CFCC, EVP, or CCT.*

AACE Career Center offers:

• Quick and easy job posting
• Quality candidates
• Online reports provide you with job activity statistics
• Simple pricing options

About AACE International
Since 1956, AACE International has been the leading-edge professional society for project managers, schedulers, cost estimators, cost engineers, and project control specialists. AACE International is the authority for total cost management. Promoting the planning and management of projects, programs, and portfolios, AACE International is the largest organization serving the entire spectrum of project management professionals. AACE International is industry independent, and has members in over 80 countries.

*In order to qualify for this incentive, your company must advertise an employment position with AACE International’s Career Center for at least two months. Once you hire a person for that position, regardless of the source, AACE International will give you the option of either having that new person’s membership paid for the balance of the year or a $150 credit toward the new hire earning his or her AACE International credential. This is non-transferable. Should the person you hire already be a member in the current year, we will extend their membership for another full year. New hires made after October 1 will receive membership benefits for the balance of the current year plus the entire next year. If you are not familiar with the many benefits of being an AACE International member, we invite you to review our online membership presentation at www.aacei.org/mbr/presentation/
Shanghai, China, is Yeqiu Wu’s hometown, she was born and grew up there. Shanghai has a mother river – HuangPu River, which divides Shanghai into two parts, PuXi for the western-northern part and PuDong for the eastern-southern part. As a baby she lived in PuXi with her parents and grandparents. During her childhood, around the age of primary school, her family moved to PuDong.

Yeqiu was trained in Calligraphy for several years and learned to love Chinese ancient traditional art. Learning these ancient practices awakened her love of art and tempered her persistence. Her senior high school education was quite important to Yeqiu. She met two outstanding female teachers who served as role models for her to explore herself and always maintain confidence. While in high school she served as a class monitor, participated in dance, poetry societies, and dreamed of being a writer.

She was admitted to a construction college to study construction economy and management. Her teacher encouraged her to go ahead, don’t waste time. She said, “life is like a box of chocolates, you never know what you are going to get.” In college, Yeqiu first got interested about construction. She spent several months on-site working on a residential project and performed quantity take-offs, on-site measurement, and document management.

In 2004, Yeqiu helped organize a construction conference in Hong Kong for several International and famous institutions, associations, and organizations, comprising around 200 industry professionals. It was her first time to serve so many leaders and opened her eyes. She served as an English-Chinese translator and learned all about worldwide international organizations such as the Royal Institute of Chartered Surveyors (RICS), and Hong Kong Institute of Surveyors (HKIS).

Upon graduating from college, Yeqiu was hired by one of the event organizers as general secretary assistant to the Shanghai Construction Consultant Association (SCCA). She began working for Sun Zhanguo, FRICS Vice President and Secretary General, and she blossomed. She returned to school and achieved a higher degree in management. Yeqiu’s work expanded to working within the organization and with outside entities.

Yeqiu encourages others not to miss out on the networking opportunities offered by professional associations like AACE. Her advice to others is to, “share wisdom and gain happiness in return.”
She performed industry research and project studies and also organized national industry conferences and career professional development events as a partner with RICS.

In 2006, she was assigned as center director for the joint learning center developed by SCCA, RICS and Tongji University. She worked diligently for five years expand RICS and SCCA membership to over 400 professionals. Yeqiu was instrumental in lobbying for a new RICS membership route referred to as adaptation route 3. This new membership helped establish young professionals study and career development requirements. In 2011, Yeqiu obtained her Chartered Quantity Surveyor registration.

Yeqiu first learned about AACE International (AACE) when she helped co-organize the 2010 International PM Conference in Shanghai. The conference had significant impact in the China construction industry. Feng Shen, AACE China Task Force Co-chair, introduced AACE and its core concepts for western style project control and project management recommended practices. Yeqiu joined AACE in 2011, when AACE set up a partnership with SCCA. She plays an important role as a China Section board member.

Yeqiu is looking forward to her association with AACE because she organizes and participates in over 20 local, national, and international meetings each year. She says, “meetings are great because when you attend one, you find fresh ideas and wonderful conclusions.” She encourages others not to miss out on the networking opportunities offered by professional associations like AACE. Her advice to others is to, “share wisdom and gain happiness in return.” She encourages those that follow in her footsteps to, “open their minds to international recommended practices, to hone their skills, integrate their local knowledge, and expand their minds for the future.”

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**New AchieveLinks Program Delivers Rewards for AACE International members!**

AACE International is proud to announce that the AchieveLinks® rewards program is now available to all our members. AchieveLinks is the unique rewards program created exclusively for associations.

Just by making the same purchases you already make for your business and personal life, you’ll earn valuable LinksSM reward points that can be redeemed for exciting rewards, including family vacations, great merchandise, and once in a lifetime experiences.

According to Dennis Stork, AACE International Executive Director, “AchieveLinks maximizes the value our members get from their membership while increasing their engagement with AACE International. AchieveLinks rewards our members for purchases they make every day whether for personal or professional reasons. The AchieveLinks reward points can really add up—and be redeemed for an impressive array of rewards. With hundreds of merchants to chose from, the options literally range from A-Z with members being able to buy from companies as wide ranging as Adidas to Zales. Not only do our members benefit with rewards points, but the Association will earn non-dues income to help diversify income sources for future benefits.”

To learn more about this unique membership benefit provided at no cost to our members, or see a list of earning opportunities and reward options, visit [www.achievelinks.com](http://www.achievelinks.com).

Better yet, activate now before the holiday season and start earning Links today!
Contrary to rumor, there is no certified League of TCM Heroes. Individuals who have earned certifications such as the Certified Cost Consultant (CCC)/Certified Cost Engineer (CCE), Certified Estimating Professional (CEP), Certified Forensic Claims Consultant (CFCC), Earned Value Professional (EVP), Planning & Scheduling Professional (PSP) and Certified Cost Technician (CCT) are:

• Not able to leap tall buildings in a single bound
• Not more powerful than a locomotive
• Not faster than a speeding bullet
• Not in possession of x-ray vision

But the AACE International Salary Survey did show that certificate holders earn an average of $5,000 per year more than non-certification holders with the same age and experience!

If you want to be in the same salary “league” then visit www.aacei.org for more information!
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 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, you’re already experiencing interruption of member services, so we encourage you to renew your 2012 membership today!

RENEW OR JOIN FOR THE FIRST TIME AT www.aacei.org/mbr/how2join.shtml
Joshua Lavers is a California native, born and raised in the small town of Oakhurst, near Yosemite, in the foothills of the Sierra Nevada’s. While taking night classes at a community college, Joshua worked as a carpenter for a local home builder where he gained an appreciation for hard work and a lasting interest in construction projects.

After graduating from Cal State Long Beach and being selected by the Department of International Business as the “Outstanding Graduate” for the spring of 2002, Joshua moved to Japan to teach English and soak up the Asian culture. Though intrigued by the adventure of travel and living overseas, what he didn’t expect was how much he would enjoy the challenge of assimilating into a foreign culture and working with diverse teams. His ability to adapt to dynamic and fluid work environments landed him in the role of an Area Teacher Trainer to counsel incoming foreign teachers on assimilating into Japanese society.

After spending three years in Japan and returning to the States, Joshua applied at Fluor upon advice of a mentor and was offered a position within the Project Controls department of Fluor’s Government Group. His background in construction and his education in business and finance was a good fit for Fluor’s FEMA Public Assistance project. Over a period of five years Joshua worked his way up from cost analyst, to project controls specialist and finally to project business manager where he helped successfully manage a $900M technical assistance program. Last year, Joshua left Fluor and is now a project controls manager for Sapphire Energy, a world leader in algae-based crude oil production.

Joshua credits several dedicated mentors for his success in project controls. “I had mentors that challenged me and instilled in me a passion for excellence and continuous learning. Working with them fostered my appreciation for seeking out challenging roles and new assignments.”
Joshua registered for the CCE/CCC certification exam and with the help of a certification workshop offered by the Southern California Section of AACE, he earned his CCC credentials in February 2010. Last year Joshua accepted a position on the board of directors for the Southern California Section of AACE as Newsletter Chair. He says serving as Newsletter Chair allowed him to learn how the Section works. He stepped up this year and serves as Section President.

He believes that actively participating in local AACE sections is a great opportunity for professionals to develop leadership skills and is encouraged to see local sections embracing young professionals; empowering them to grow and develop through leadership positions in the section. Joshua has benefited greatly from the support and mentoring of experienced members on the Southern California Section board and his hope is to carry that same spirit forward to the next generation of AACE members. “I encourage all members who are forward leaning and motivated to grow professionally to seek out opportunities to actively participate in your local section—you will find it very rewarding.”

As of October 31, AACE International membership increased by 6.6% compared to the same time last year.

With a total paid membership of 8,267 compared to 7,751 in 2011, the current membership totals represent the highest membership level in the Association’s 56-year history.

AACE International leadership attributes the increase to a variety of factors including: increased activity in the international arena, which recently led to the addition of a ninth region; more emphasis on the “Member-Get-A-Member” campaign; improved benefits, such as the Online Learning Center and the Virtual Total Cost Management Framework, and a more energized membership base overall.

To encourage members to recruit new members, AACE International offers a “Member Get-A-Member” program. Individuals who sponsor a new member before April 1, 2013, will be placed in a drawing and the winner of the drawing will receive round trip airfare, hotel accommodations, and complimentary registration to attend the 2013 Annual Meeting in Washington, DC, plus $500 for incidentals. In addition, AACE will have a quarterly drawing during the year for $250 in credit for AACE logo items from the new Lands’ End store featuring AACE International merchandise.

A video membership promotional presentation narrated by a professional actor is available online to assist members in recruiting new members.

To view the presentation, go to www.aacei.org/mbr/presentation/
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).
Information about AACE International was presented Oct. 31 to 165 attendees at a Russian Business Forum for Cost Engineering conducted at the Plekhanov Russian University of Economics at Moscow. Other entities involved in organizing, planning, and sponsoring the business forum included LGM International, PMSOFT, and IHI. A banner to left of the speaker’s podium featured the logos of PMSOFT and IHI, with the AACE logo on the bottom.

AACE Education Board member, Dr. Sean T. Regan, CCE CEP, talked about what cost engineering is. Regan has a goal of getting cost engineering recognized by the Russian government as a profession or official job. Currently, cost engineering is not recognized as a profession in Russia. Regan also discussed the US and international scholarship programs offered through AACE. He outlined AACE certifications, especially the Certified Cost Technician (CCT) of interest to university students, and the Earned Value Practitioner (EVP) certification, of interest to other attendees. He explained the AACE move to online computer-based testing with the certification exams. He talked about AACE’s new Online Learning Center and all the technical content it opens up to members.

Regan is working with PMSOFT’s University Relations Team to advance items of joint interest to both entities. Regan says AACE print products, such as S&K, certification study guides, etc., are being purchased from Amazon.com and CreateSpace and are finding their way into classes and sessions at Russian universities and in programs such as the business forum and the outreach areas of PMSOFT and other businesses and entities. Greater Russian Section member Alexander Tsvetkov has a completed draft of the TCM Framework, published by AACE, translated from English into Russian. Other AACE products that have been translated into Russian include: the AACE Skills and Knowledge of Cost Engineering and the draft version of the Decision and Risk Management Professional Certification Study Guide. Regan’s own 2011 book, Earned Value Management System Manual: EVMS Systems Manual (Volume 1), has also been translated.

Regan presented case studies of projects involving project controls best practices. These were projects executed by Regan. His remarks were followed by round table sessions and a question and answer period for attendees. In the weeks prior to the business forum, Regan had trained 50 Russians on earned value management and the AACE Skills and Knowledge track materials. He is scheduled to teach a second session with 40 registered attendees. A second business forum is planned for Almaty in Kazakhstan. Regan is hopeful that by the end of the business forums and his scheduled training sessions, he will have introduced AACE and international best practices to close to 300 individuals in Russia and Kazakhstan. He met with Alpha Consultants representatives in Kazakhstan. He is looking at a sponsorship of the Karachaganak Petroleum Organization (KPO) and he believes some 30 project controls workers are interested in forming a Karachaganack Section.

Regan said PMSOFT is sponsoring a full time representative to coordinate information about AACE in the region and to be a single point of contact for information on AACE scholarships, membership, online links, certifications, etc. The representative will assist Russians who have minimal skills in the English language. “Her main job is to increase membership and certification of the approx-
approximately 6,000 project control officials my team believes exist in Russia and are employed as engineering economists and planners since the Russian government does not list cost engineering as an official profession or job classification,” noted Regan. At the business forum, Regan said the PMSOFT coordinating representative received 11 requests for information about AACE certification exams and how to register online for the exams.

“Overall this has been a great success for AACE, university relations, the introduction of western practices, cost engineering, and engaging young professionals,” concluded Regan. He said the Plekhanov Russian University of Economics has existing joint programs with US universities and entities and they have an interest in expanding these joint endeavors.


On Oct. 31, a Russian Business Forum for Cost Engineering was conducted at the Plekhanov Russian University of Economics at Moscow. Shown above from the left are AACE Greater Russia Section President, Vladimir Palagin; Dean of University Engineering Economics, Vladimir Kolokolov; AACE member Dr. Sean T. Regan, CCE CEP; translator and professor of project management at Ekaterinburg University, Yuri Davy; and PMSOFT Director and a director with the Greater Russia Section, Alexander Tsvetkov. Shown below, the forum attracted 165 attendees, including representatives from 45 companies, as well as university representatives and faculty.
A WORLD OF BRIGHT IDEAS AT YOUR FINGERTIPS

Each year, the best total cost management practitioners in the world gather to share their expertise and insight at our Annual Meeting.

Now you can bring these thought leaders and innovative thinkers right to your desktop, smartphone or similar device thanks to the AACE International Online Learning Center.

The AACE International Online Learning Center allows you to download and watch the same Annual Meeting technical presentations recorded live and synchronized to the graphics that accompanied them as well as to links to the actual technical paper. The Online Learning Center offers a great resource for your personal professional development or for team training as a group.

As a bonus benefit, individuals purchasing downloads earn recertification credit toward their AACE International certifications.

To review more than 70 presentations featured in the current Online Learning Center, go to www.aacei.org.
COMP is a comprehensive package of benefits designed to encourage companies to develop the skills of their total cost management employees through AACE membership.

Administrative Controls Management, Inc
www.acmpm.com

AMEC Americas Ltd
www.amec.com

ARCADIS
www.arcadis-us.com

ARES Corporation
www.arescorporation.com

B&W Technical Services Y-12 LLC
www.y12.doe.gov

Ball Aerospace & Technologies
www.ballaerospace.com

Barrick Gold Corporation
www.barrick.com

Battelle Memorial Institute
www.battelle.org

Belstar Inc
www.belstar.com

Benchmark Estimating Ltd
www.benchmarkestimating.co.uk

Black & Veatch
www.bv.com

Booz Allen Hamilton
www.boozallen.com

Brasfield & Gorrie LLC
www.brasfieldgorrie.com

Brown and Caldwell
www.brwncald.com

Burns & McDonnell
www.burnsmcd.com

Canadian Natural Resources Ltd
www.cnrl.com

Cargill, Inc.
www.cargill.com

Central Bank of Nigeria
www.cenbank.org

CH2M Hill Inc
www.ch2m.com

Commodore Contracting Co. LLC
www.commodore-contracting.com

ConocoPhillips
www.conocophillips.com

Crawford Consulting Services
www.crawfordconsultingservices.com

Delta Consulting Group, Inc
www.delta-cgi.com
Want your company to be a member of COMP?
Contact Garth Leech, Business Development Coordinator at gleech@aacei.org or 304-296-8444 or go online to www.aacei.org/mbr/csp/
Arizona Section
The Arizona Section met Sept. 20 at Kitchell’s Training Room, in Phoenix. Arizona Section members and guests included Hannah Schumacher, Marina Sominsky, Dieter Clunk, Charlene Mendoza, Cindy King, Scott Brunton and Matt Chapell. Section Officer Chris Hudson participated in the meeting via video conferencing.

The meeting featured a presentation by Arizona Section Director of Academics and guest speaker Gary Robertson, President of Robertson Management Services, Inc. Mr. Robertson’s presentation was entitled “Cost, Schedule and Risk Analysis of Third-World Construction: A Case Study in Darfur, Sudan.”

Mr. Robertson presented on the two months he spent in Sudan in the 1980’s working with the US State Dept., the government of Sudan and World Bank analyzing four construction projects for agricultural buildings, all of which were behind schedule. His task was to analyze/report percent complete of each building, status of materials procurement, and to give his recommendation on how to proceed. Some of the challenges he faced were that there was no apparent project plan or approved schedule in place, transportation to the remote sites was by small twin-engine plane, and some of the import materials needed to complete construction were banned by the Sudan government. He overcame these challenges however, and produced a thorough report that assisted in getting the projects back on track.

Mr. Robertson, CCC PSP, is senior consultant/president of Robertson Management Services, Inc., dba Robertson Builders of Flagstaff, AZ. He has managed a large variety of construction projects for the past 38 years, including in his position as director of facilities at Northern Arizona University. He has also taught planning and scheduling at the university level.

Atlanta Area Section
The Atlanta Area Section met for its second regular meeting of the 2012 – 2013 season on Tuesday, Oct. 16, celebrating the fact that the section was awarded the Platinum Award at the 2012 Annual Meeting in San Antonio, TX by earning in excess of 1,500 points (points are awarded for consistently achieving goals set for sections by conducting regular section business thoroughly and in a timely fashion). President Mike Pritchett, CCE CEP, presented the award for last year’s efforts to then president, now Past President, Albert Kwong CCE MRICS.

The section was treated to a presentation on terrazzo by Keith Boone of Doyle Dickerson Terrazzo, affectionately termed, “DDT,” by company staff. The title of Mr. Boone’s talk was, “The Attributes of Terrazzo Systems.” Keith stated that DDT, headquartered in Charlotte, NC, has grown during the recent difficult financial climate but admits that it may have done that by surviving whereas much of the competition has done the opposite.

Doyle Dickerson Terrazzo appears to be a somewhat unique vendor in today’s market in that the company produces its own epoxy through its subsidiary, Structural Polymers (SP) (Keith said that 95% of their terrazzo contains an epoxy binder compared to only 5% uses the more traditional Portland cement). SP’s products...
are used throughout industry for adhering different materials to each other, managing or limiting cracking caused by movement in other materials, and blocking moisture penetration.

The company stocks or procures the various matrix or binder materials used in production of terrazzo products, as well as the various aggregates used in terrazzo. The aggregates (including traditional mineral aggregate as well as marble, plastic, glass, and other materials) are also procured and/or processed by the company. If a project requires precast terrazzo, such as stair treads and risers or precast terrazzo base, they often manufacture the product instead of procuring it from outside vendors. Keith stated that strategy accomplishes two company goals – it gives them more control over the delivery and quality of the end product, and it makes them money.

Keith turned the subject to cost engineering when he talked about the factors which affect the cost of terrazzo, revealing a chart that shows that, while the initial capital cost of terrazzo is often considerably more than other competing products, the life cycle cost is often equal to or less than those other materials, partly because of its relative ease of maintenance, durability, and long life expectancy when compared to those other finishes. Keith allowed as how terrazzo is often “value engineered” out of a project based on that high initial cost but stated that, from a life cycle cost perspective, that is often very shortsighted.

Doyle Dickerson Terrazzo also opened the Terrazzo Trade School in 2007, to train individual mechanics in the skills required for manufacture and installation of terrazzo.

Secretary Chris Schamel, CCC, announced that future summaries of the section meeting minutes will be included in the Atlanta Area Section Newsletter and President Mike Pritchett, CCE CEP, announced that a meeting of section officers and directors was conducted on, Tuesday, Nov. 20 at the Cross Creek Café just prior to the regular November section meeting.

**East Tennessee Section**

The East Tennessee Section’s September meeting was at the Outback Restaurant in Knoxville, TN, and the guest speaker was Dr. H. Lee Martin, PE, from the University of Tennessee at Knoxville. His topic was Techonomics. Dr. H. Lee Martin has earned a BSME from the University of Tennessee and he also received an MSME from Purdue University and a PhD from the University of Tennessee while employed at the Oak Ridge National Laboratory as a development engineer. He currently leads the engineering entrepreneurship efforts for the University of Tennessee College of Engineering.

Dr. Martin has authored the book, *Techonomics*, and if you want to learn more about Techonomics than the small summary provided here, please refer to his book. His research interests revolve around the word he coined: Techonomics – defined as the study of trends in business and society resulting in observable economic change caused by the advance of technology, or you can also think of it as providing a thought process to evaluate and anticipate future trends.

Dr. Martin explained that Techonomics considers technology as the fundamental driving force in modern business producing an observable economic result, and the concept and understanding...
of supply and demand has changed over the years because of the advances in technology.

During his presentation Dr. Martin shared the three laws of Techonomics with the group and they are:

- **First Law of Techonomics: Law of Computational Ubiquity**—The cost for equivalent computing performance halves every 18 months.

- **Second Law of Techonomics: Law of the Global Information Network**—The cost of locating anything on the global network is diminishing exponentially as the number of users increases.

- **Third Law of Techonomics: Law of the Innovation Economy**—As the cost of transactions diminish, optimum organization size reduces, thereby increasing the revenues generated per employee.

With these three very interesting laws of Techonomics, we sum up what can be a very technical topic, Dr. Martin shared that to compete successfully in a free market with increasingly perfect information available, business must recognize the impact of technology and embrace its use in determining their best practices.

Dr. Martin is a very dynamic and interesting speaker and again please refer to his book for more information or contact him at UT.

The section thanks Jay Carson, AACE Director-Region 3 for attending the meeting and sharing AACE International news and current events.

### Montreal Section

The Montreal Section’s first meeting of the season took place on Oct. 2, attended by over 60 members and friends. The attendees were treated to a synopsis of some presentations from the 56th Annual Meeting in San Antonio, Texas, with the theme of “A Fiesta for Total Cost Management.” This is a tradition of the Montreal Section started five years ago for those attending the technical program to present highlights of their favorite presentations. This year the participants were Susan Klucinskas, Hagire Emrani, Michel Geuvremont and Les McMullan. The topics highlighted included: “Multi-Primes and Multiple Critical Paths,” by J. C. Livengood; “What to look for in a Contractor’s Project Control Capability,” by S. Cabano and P.G. Williams; “Scheduling Using Delmia and Microsoft Project on Hydro Projects,” by Michel Geuvremont and “Chantal Germain from Montreal; and, “Common Errors in Dealing With Project Risks,” by J. Lukas.

All were encouraged by Susan to make it an objective to attend the Annual Meeting technical program next year in Washington.

The first meeting of the session was also an opportunity to present the Montreal Section scholarships that were awarded to Ali Montaser, Mona Metwally Abouhamad, and Ibrahim Bakry.

A certificate in recognition of 25 years membership and contribution to the association was also awarded to Dr. O. Mosehli of Concordia University who was in attendance and assisted in award of the scholarships. The new 10 member board was also introduced including officers Marie-Helene Biffi, as president; Susan Klucinskas, as secretary; and Celina Ma, as treasurer.

### Nevada Section

East Tennessee Section members are shown at the Outback Restaurant for section’s September meeting.

Professor O. Mosehli presents one of three section scholarship to Mona Metwally Abouhamad at the Montreal Section’s October meeting.

Montreal Section October meeting speakers included Les McMullan, Michael Geuvremont, Marie-Helene Biffi, Hagire Emrani, and Susan Klucinskas.
The Nevada Section met Oct. 23 at the Pueblo Room at the Clark County Building in Las Vegas for an Italian dinner meeting. Anna Siefert from the University Nevada Las Vegas (UNLV) Lee Business School’s Business Development Center, was the guest speaker. The topic was, “Legal Requirements for Setting up a Business Entity in Nevada.” Topics included costs involved, government regulations, seven steps to licensing, estimating business costs and financing the business. Siefert has over 30 years of leadership and management experience, which includes training, facilitation, program development, retail/banking management, human resources, and customer service, as well as owned and operated two very successful businesses; 15 years of which were in microenterprise development. She has developed and continues to maintain strong relationships with clients, and community resources partners at all levels.

Anna believes in giving back to the community where she lives. She currently is serving as a Commissioner on the Department of Business and Industry - Commission on Minority Affairs. She has also served on numerous other Boards, such as: the Regional Judge for the U.S. Small Business Administration Small Business of the Year Award; Board of Advisory: Bamboo Bridges; National Judicial College; Salvation Army, Southern Nevada; and the Women Business Enterprise Certification Review Committee.

Anna’s passion to serve the underserved small businesses has earned her numerous awards/recognition which include: 2012 Advocate of the Year – The Nevada Minority Supplier Development Council; 2010 U.S. Small Business Administration – Small Business Award; Michael Graham Entrepreneurial Spirit Award (Nevada Only); 2009 Women Business Enterprise Council – West (WBEC-West) –Nevada Community Resource Partner of The Year Award; and the 2008 National Association of Women Business Owner (NAWBO) - Women of Distinction Award (WODA).

Northern West Virginia Section

On Nov. 15, the Northern West Virginia Section met in a joint meeting with local sections of the American Society of Civil Engineers ASCE, and the National Society of Professional Engineers (NSPE). The meeting was at the Engineering Sciences Building, on the Evansdale Campus, of West Virginia University.

Kevin McGlumphy, PE, Engineering Services Leader, Road Science, a Division of Armaz Custom Chemical, presented the technical program. Armaz is a supplier of liquid anti-stripping agents for asphalt mixtures, asphalt Emulsifiers, pavement maintenance products, and pavement recycling projects. McGlumphy’s topic was: “An Overview of Processes, Products and Procedures for Maintenance and Preservation of Asphalt Pavements.”

McGlumphy, a native of West Virginia and a huge Mountaineer fan, and former walk-on football player at WVU, received his BSCE from Ohio Northern University. He is a registered PE in Georgia, and is a member of: Technical Committee of Asphalt Emulsion Manufacturer’s Association; Advisory Board and spec committee chair of GA/SC Pavement Preservation Council; Florida Pavement Preservation Partnership Spec Committee; Asphalt Recycling and Reclamation Association Full Depth Reclamation and Cold In-place Recycling Technical Committee. He published in transportation research board for work on chip seals and FDR, and he is a member of: American Public Works Association; National Center for Pavement Preservation; International Slurry Surfacing Association; and Southeast User Producer Group. He is also a member of several asphalt pavement associations, and NSPE and ASCE.

A joint meeting of the three entities was also conducted on Oct. 17, also at the Engineering Sciences Building, WVU Evansdale Campus. Darryl Duncan, President and CEO of Mon Health Systems, presented the technical program: “Mon Health Systems Development Plans to Spur Property Growth along the new Mon Campus Access Road.”

Mon Health System created a Tax Increment Financing District in Monongalia County for the purpose of funding a new access road into the Health System Campus. Darryl Duncan, President and CEO of Mon Health Systems, presented the technical program: “Mon Health Systems Development Plans to Spur Property Growth along the new Mon Campus Access Road.”

Mon Health System created a Tax Increment Financing District in Monongalia County for the purpose of funding a new access road into the Health System Campus. This District was approved through the Mon County Building Authority, the County Commission and the West Virginia Economic Development Authority. The new road has subsequently been built and the Health System has purchased the bonds to fund the road. The Health System is now implementing its plan to spur the property tax growth within the District.
Mr. Duncan, FACHE, is President and CEO of the Mon Health System in Morgantown. He received his BS and MS in industrial engineering from WVU and a masters in hospital and health administration from Xavier University in Cincinnati, OH. He has 23 years of experience in hospital administration as either chief operating officer or chief executive officer. He was inducted into the IE Distinguished Alumni Academy in 2001.

- **Seattle Section**

  The Seattle Section met Nov. 8, and the topic of the presentation was, “SAVE International Value Engineering Process and Methodology,” presented by John Langer, AVS. This meeting was conducted jointly with SAVE International.

  The Seattle Section continued its 2012-2013 program year on Oct. 11 with a meeting presentation by Britt Creer entitled, “Applying Best Practices for Accurate Project Cost Control with PRISM.” The session discussed best practices in project cost management including the development of project estimates and budgets and the difference between cost-loaded schedules and time-phased budgets. Project and enterprise cost management including data integration, data collection, earned value management, variance analysis, forecasting, and enterprise dashboards were demonstrated using ARES Software’s latest generation of project management software – PRISM.

  Britt Creer has over 15 years of project controls and project management experience in a number of fields including oil and gas, commercial construction, nuclear waste and new build, and aerospace. Prior to ARES, Britt was the Director of Strategic Planning and Project Controls at Energy Solutions. Britt has 10 years of hands-on PRISM experience and is a certified Project Management Professional (PMP) with the Project Management Institute (PMI).

  The AACE Seattle Section kicked off its first meeting of the 2012-2013 program year on Sept 13 with a discussion entitled, “East Link Light Rail Over the I-90 Floating Bridge,” presented by Paul Cornish, PE PMP. The East Link Project is the Locally Preferred Alternative (LPA) that extends the current light rail system an additional 18 miles from downtown Seattle to Mercer Island, Bellevue, Overlake, and Redmond in the Puget Sound region of Washington State. The connection between Seattle and Bellevue is made via Interstate 90 (I-90). The project includes 12 stations, four park-and-rides, and supporting facilities. The project also includes storage tracks and facilities located just north of the Hospital Station to allow for overnight storage of vehicles and daily startup operations. The project is in final design phase, its estimated project budget is $3.8B, and it is scheduled for completion in 2023. This presentation provided an overview of the entire project including scope, work-to-date, and challenges ahead. It then focused specifically on the track design and installation associated with the floating bridge section of the project, which is a one-of-a-kind application in the world.

  Paul Cornish is a project manager in the Design, Engineering, and Construction Management Department of Sound Transit. He manages the I-90 segment of the East Link project. Mr. Cornish has 25 years of experience in managing the design and construction of capital projects. He is a graduate of the University of Nebraska in civil engineering and is a registered Professional Engineer and Project Management Professional.

Section Vice President Adam Stutynski announced to the attendees that the Seattle Section was awarded a Gold Award for the 2011-2012 program year at the AACE International Annual Meeting in San Antonio, TX. It is the intention of the Section’s leadership to earn a Platinum Award at the Annual Meeting next year in Washington, DC.

In addition, Mark Grotefend, CCC EVP, who is a past president of AACE International, swore in the Section’s elected officers and directors for the 2012 – 2013 program year. The leaders for this year are:

- President - Aniekan Usoro, CCE
- Vice-President - Adam Strutynski, PSP
- Secretary - Diana Erickson, CCC
- Treasurer - Eric Morrison, CCC EVP
- Director of Awards - Michael Truman
- Director of Education - Mark Shelton, PSP
- Director of Membership - Norman Melendres
- Director of Publicity and Public Relations - Steve Wageman, CCC PSP EVP

- **Southern California Section**

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  A joint October dinner meeting of the American Society of Professional Estimators (ASPE) and the Southern California Section was conducted on Oct. 24. The meeting was at the Proud Bird Restaurant, adjacent to LAX. The Proud Bird is a new venue for the Southern California Section and ASPE. It was a move from the South Pasadena location of previous years and provided more space for this annual joint get together. The highlight of the evening was an “11th hour bid simulation seminar.” Attendees were broken up into teams to compete against each other in the final bid submission. ASPE did a grand job in preparing the simu-

**Southern California Section President Joshua Lavers congratulates AACE Vice President - Regions, Julie Owen, after she was speaker at the section’s Sept. 20 dinner meeting. Owen’s spoke on change management and identified key requirements to successfully implementing project changes. She also gave specific examples of how various industries have handled particular changes. Owen’s background, experience and perspective aided the presentation.**
There were three separate teams receiving various documents in an attempt to deliver a winning bid before the deadline. Whether you were familiar or not with hard bid procedures in the design-bid-build world, the 11th hour bid simulation seminar was a great experience for the attendees.

The section is conducting a Planning and Scheduling Professional (PSP) Certification Workshop. The first session was on Saturday, Nov. 17, and the next session is on Dec. 1 from 8 a.m. to 4 p.m., and then there will then be a PSP exam on Dec. 8.

The Southern California Section hosted a successful 2012 Fall Symposium on Nov. 9-11 at the Hyatt Regency Indian Wells Resort and Spa.

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Southern California Section guests at the Sept. 20 meeting included: Ben Bootarabi, Eric Slasteed, and Sam Nooshin. They are shown with Section President Joshua Lavers.

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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.

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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).
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Michael B. Pritchett, CCE, Editor, 2006
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Peter W. Griesmyer, Editor, 2008
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EVP Certification Study Guide, 2nd Edition
Ken Cressman, CCC EVP and Gary C. Humphreys, Editors, 2009
This study guide is intended to assist you in your study and review of the overall topics as one step toward successful Earned Value Professional certification. The outline provides a listing of the terms you should know & topics for which you should have a good understanding of how to apply the concepts to solve problems. Each chapter also contains sample exercises, which test your knowledge of that chapter's concepts.

The Total Cost Management Framework
John K. Hollmann, PE CCE, Editor, 2006
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