AACE INTERNATIONAL WEBINARS

PRESIDENT'S MESSAGE
STARTING OFF RIGHT

AACE INTERNATIONAL REPORT
YEAR END UPDATE

THE AACE INTERNATIONAL MENTORING PROGRAM
MENTORING: THE ART OF QUESTIONING
We love control freaks.

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CLICK to watch Joshua Foer talk about “Feats of Memory Anyone Can Do” presented by TED.

"Memory training is not just for the sake of performing party tricks; it’s about nurturing something profoundly and essentially human."

Joshua Foer

There are people who can quickly memorize lists of thousands of numbers, the order of all the cards in a deck (or ten!), and much more. Science writer Joshua Foer describes the technique -- called the memory palace -- and shows off its most remarkable feature: anyone can learn how to use it, including him.

Outside the Box will be a standing column designed to introduce new ideas and concepts from other resources and professions that may help stimulate a new way of thinking about total cost management. We invite Source readers to send suggestions on other sources to AACE International Executive Director Dennis Stork at dstork@aacei.org.
President’s Message
Starting Off Right

AACE International Report
Year End Update

The AACE International Mentoring Program
Mentoring: The Art of Questioning

Special Focus
AACE International Conducts Second Federal Roundtable
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We hope your year is starting off right. With each new year, there are opportunities, challenges, and surprises. I don’t know about you, but I’m ready for a year that has fewer surprises than recent years!

Elections are coming up for the new Board for AACE International. When voting is over on March 15, the decisions will have been made on who will be leading us into the future. There are candidates for Regions 3, 5, 6, and 8 and for VP-Administration, VP-TEC, and President-elect. Two are running unopposed, but for the other 4 positions, we need your votes to determine the winner. (Note that there is no campaigning allowed by candidates or on behalf of candidates.) For the first time, we have a choice of two international candidates for President-Elect, with the winner taking office in July 2014. We also have several proposed by-laws changes to the governance structure and this vote could add a Vice-President of International Regions, in recognition of the growth and importance of our international membership.

Our first International TCM Conference held in Dubai in mid-November was very successful, attended by over 152 people from 25 different countries including United Arab Emirates, Saudi Arabia, Qatar, Lebanon, Turkey, Georgia, Oman, Pakistan, France, Netherlands, Switzerland, Austria, Nigeria, South Africa, Russia, Venezuela, Australia, Indonesia, Malaysia, Philippines, China, United States, United Kingdom, and Canada.

There were 55% of attendees from the Middle East, and a surprising 19% from North America, 13% from Europe, and 8% from Africa. The event was very well received and quite successful, generating great enthusiasm from the attendees due to the quality of the speakers and the opportunity to network with such a wide variety of people. There was global TV news coverage of the event broadcast from Dubai. Everyone is enthusiastically looking forward to the next international conference, which the Board of Directors approved for 2014 and again in 2015 at dates and locations to be determined. Julie Owen, CCC PSP, VP-Regions, and Madhu Pillai,CCC, were instrumental in making this event a success. We also appreciate headquarters’ support and Jennie Amos being there in Dubai to make sure all the arrangements were handled well.

We had our winter board meeting in Phoenix Jan. 12-13 and except for the extreme cold temperatures, it was a good meeting. We met with members of the local section, which is something we’re doing this year in each location. We met in Orlando with the North Florida Section in October, and will meet with the Rocky Mountain Section in Denver in April at the next board meeting. We are reaching out to our members to give everyone a chance to meet the officers. It gives us a great opportunity to meet with old friends. Just yesterday, I had lunch
with Andrea Bach who just moved to Phoenix last week for a new job.

In mid-February, I will be speaking to the Greenville, South Carolina Section, and then going on to the GAPPS (Global Alliance for Project Performance Standards) meeting in Florida. GAPPS is an international group which AACE has been associated with for years. Together we are establishing international project controls standards. Pat Haggerty will be participating in this meeting, while Dr. Alexia Nalewaik will attend one later in the year in the UK. The following week, I will be speaking at the Western Winter Workshop in Lake Tahoe. It’s a tough job, but I’m fortunate enough to get to do it. In mid-March, I’ve been asked to speak in Birmingham, Alabama, so another trip to the southeastern US, which I’m looking forward to.

Your Technical, Education and Certification Boards have been busy. As you know, we rolled out the Computer Based Testing at the end of 2012, and it’s going well. It offers our members a chance to take their exams at a time and location of their choice. We also offered a beta test of the new Decision and Risk Management certification exam in December which is being tweaked based on the responses of the beta testers. If you are currently certified, you will be given a survey to help us select the new name for our flagship certification, which has been known as either Certified Cost Engineer or Certified Cost Consultant. We are expecting the release of the long-awaited Cost Estimating Study Guide soon, so keep an eye out for news announcing that. We are also starting on the Recommended Practices for Earned Value, which has been needed.

Have you signed up yet for the AchieveLinks program? This is a free program to AACE members that offers reward points on your normal purchases that you can redeem for vacations and merchandise. Be sure to take advantage of it!

We’d also like to tell you about plans for the next three Annual Meetings, where we will have an industry focus. For the July 2013 meeting in Washington, DC, we will have several tracks devoted to US federal government issues, along with our usual excellent technical program. In the 2014 Annual Meeting in New Orleans, our emphasis will be on the Oil and Gas industry and in 2015 in Las Vegas, we will be focusing on the Mining industry. We are reaching out to these industries and ask your support especially if you work in one of these growing fields.

If you would like to contact our current president with questions or comments about The President’s Message please address your e-mail to president@aacei.org. To engage in other discussions, check out AACE International’s Online Forums at www.aacei.org/forums.
PRISM G2
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With PRISM G2, you'll have the insight and tools you need to mitigate risk, measure performance, increase productivity and control costs. To learn more how to predict the future of your projects and fight project overruns visit www.arescorporation.com/prism.
CELEBRATE AWESOME
Introduce a Girl to Engineering Day
February 21, 2013
Each year, Girls Day gives thousands of women engineers, and their male peers, the chance to directly mentor more than one million girls and young women in grades 6 through 12. Last year, we asked our girls to participate in an online challenge to find more girls and resources at www.sheknowsengineers.org. To learn more about the program, visit www.girlsdiday.org.

Engineers Week 2013
February 17-23
Chaired by Lockheed Martin & NCEES
Engineers Week celebrates the positive contributions engineers make to society and in a culture that encourages outreach to kids and adults alike. Thousands of events occur across the U.S., and are hosted by individuals, local engineering groups, companies, and universities. It’s never too early to start planning your local event.

Get planning tips, event ideas, and resources:
Visit www.sheknowsengineers.org for the most recent news, memories, and ideas.
Join our Facebook page at www.facebook.com/engineersweek.
Sign up for the free newsletter at engineersweek.org.
See what others are doing and participate in their events at sheknowsengineers.org.

National Engineers Week Future City Competition
March 6-8
Future City is a national, project-based learning experience in which students in 6th, 7th, and 8th grades imagine, design, and build cities of the future. This year’s competition will be held March 6-8.

Global Marathon For, By and About Women in Engineering & Technology 2013
March 6-8
Global Marathon for, By and About Women in Engineering & Technology (GEMONET) is an annual worldwide online forum connecting professional and college women engineers.

New Faces of Engineering 2013
April 1-6
New Faces of Engineering is an annual, free, 5-day online forum for undergraduate and graduate students, mid-career professionals, and faculty in engineering, science, and other technical fields.

DiscoverE Outreach
The DiscoverE program sends thousands of volunteers into classrooms and after-school programs year-round. Volunteer today to share your excitement about engineering with school-age students.

National Engineers Week Foundation
1610 L Street, NW
Washington, DC 20036
www.etwee.org www.sheknowsengineers.org

Lori Lieo, Ph.D.
President & CEO
National Engineers Week Foundation
1610 L Street, NW
Washington, DC 20036
www.etwee.org

New Faces of Engineering - College Edition 2013
This online forum for 4th, 5th, and 6th college engineering students, interned with their engineering peers in over 100 universities across the country in a recognition program which promotes student leadership. Visit www.etwee.org for more information.

Darwin E. Litt, Ph.D.
President & CEO
National Engineers Week Foundation
1610 L Street, NW
Washington, DC 20036
www.etwee.org
AACE International completed a highly successful 2012 that included reaching a record high membership, hosting its first educational meeting outside of North America, and converting its certification examination system to a computer-based examination offered at various worldwide testing centers.

RECORD MEMBERSHIP

AACE International concluded 2012 with a record membership of 8,612 members, an 10.4% increase over the previous year, and a 71% increase since 2005. A major factor in this membership growth has been new members joining from outside of North America. AACE International responded to this international growth by adding a ninth regional director to its Board of Directors. The Association has also recommended amendments to its Constitution and Bylaws to add additional representation for the international sector through creation of a Vice President-International Regions position.

INTERNATIONAL TOTAL COST
MANAGEMENT CONFERENCE
CONDUCTED IN DUBAI

AACE International underscored its commitment to the international arena by conducting its first International Total Cost Management Conference (ITCMC), Nov. 14-15, 2012, in Dubai, UAE. The two-day meeting featured opening remarks by engineer Essa Al Maidoor, Deputy Director General of Dubai Municipality and President of the Society of Engineers – UAE.

The ITCM keynote address was presented by Richard Faris, Senior Vice President for Oracle’s Primavera Global Business Unit. The ITCMC program format included 20 technical sessions, chosen from among 47 accepted peer-reviewed papers, from 13 different countries. There was an address by AACE President Marlene Hyde, CCE EVP, highlighting the international commitments of AACE International. Representatives from 29 different countries were among those registered for the ITCM. AACE International will release details in the near future about future dates and locations for planned International Total Cost Management Conferences.

CERTIFICATION EXAMINATIONS
NOW COMPUTER-BASED

During the past 12 months, the AACE International Certification Board converted its six paper-based specialty certification examinations into computer-based examinations offered through Kryterion, a leading computer-based testing vendor. Kryterion is a full service provider of customizable assessment and certification products and services. They work with organizations to build and deliver everything from skills tests and simple online assessments, to a comprehensive high-stakes worldwide certification program with unsurpassed program se-
curity, control, and convenience.

Preparations for the conversion required each examination to be psychometrically evaluated. The psychometric report was reviewed by subject matter experts (SMEs) who compared the report to each examination, question by question, and determined potential problems, grammatical errors and formatting issues, or offered recommendations to revise or eliminate a question. The significant changes of the new CBT exams compared to the paper and pencil exams are:

- The Certified Cost Technician (CCT) exam is three hours, maximum (100 questions).
- The Certified Cost Consultant/Certified Cost Engineer (CCC/CCE); Certified Estimating Professional (CEP); Earned Value Professional (EVP) and Planning and Scheduling Professional (PSP) exams are five hours, maximum (120 questions).
- The Certified Forensic Cost Consultant (CFCC) exam is five hours, maximum (100 questions/4 essays).
- The CCC/CCE exam is now closed book for the entire exam. However, formula guides were developed to assist in calculating specific questions and are available onscreen, when, and if, needed. (The CEP, EVP and PSP exams have not changed – they are still closed book).
- For the CCT and CFCC exam, you are only permitted a maximum of two reference books for OPEN BOOK exams (downloaded reference books should be printed and bound in a notebook; no loose paper, iPads, Kindles, etc., will be permitted as resource materials for use during the examinations).
  - CCT candidates may use the CCT Primer – in a binder, and the Skills and Knowledge of Cost Engineering (S&K), 5th edition (or previous editions).
  - CFCC candidates may use any two books of their choosing that will be beneficial for referencing.

With the current computer-based exam, candidates now have the flexibility to schedule their exam on a day and time convenient for their schedule. And with over 500 locations worldwide, exam candidates should not encounter significant obstacles in finding an exam center near their home or office. Candidates are still required to register for an exam by completing an application, making payment with AACE International, and submitting the required eligibility documentation (and technical paper if applying for CCC/CCE certification).

2013 ANNUAL MEETING IN WASHINGTON, D.C.

The 2013 Annual Meeting will be June 30-July 3, at the Marriott Wardman Park in Washington, DC. The theme, “TCM Blossoms in DC” will feature more than 100 technical presentations over four days. The keynote speaker will be Dr. Ben Carson, MD. In 2008, Dr. Carson was awarded the Presidential Medal of Freedom, which is the highest civilian honor in the US. Carson was recognized in November, 2008 by U.S. News & World Report and Harvard’s Center for Public Leadership, as one of “America’s Best Leaders.” On February 7, 2009, the award-winning movie entitled: Gifted Hands: The Ben Carson Story, starring Cuba Gooding, Jr., as Carson, premiered on TNT and is based on his memoir. The AACE Annual Meeting will also feature an exhibit hall and the annual awards luncheon and installation of new AACE Board of Directors members.

ONLINE LEARNING CENTER LAUNCHED

AACE International expanded its impressive portfolio of online resources by launching an Online Learning Center in September 2012. The Online Learning Center features modules based upon actual technical presentations captured at its Annual Meetings. Each recorded unit includes a live audio recording of the speaker, synchronized to the slides accompanying the presentation. Individuals may watch or listen to the presentation modules from any computer in the world with Internet access at anytime. The vast majority of Annual Meeting presentations will be offered in this format. Each unit includes the technical paper associated with the presentation, and a downloadable audio-only version that you may play on your mobile device or iPod.

The Online Learning Center also features all of AACE International’s primary publications including, certification study guides, Cost Engineering Journal issues, general cost engineering materials (such as AACE Recommended Practices, the AACE Total Cost Management (TCM) Framework, etc.), and AACE Professional Practice Guides.

Members may purchase viewing rights to technical presentations modules for a fee of $25, while non-members will pay $30. Individuals who purchase presentations may earn recertification credit toward AACE International certifications, similar to the credits granted to registrants at the AACE Annual Meeting. Each presentation module earns 0.1 recertification credits. Once a module has been viewed and verified, the Online Learning Center will update the individual’s online AACE record with verification that the module has been purchased and completed, and an electronic certificate of completion will be attached to the individual’s online AACE membership profile.

The (Whole) Truth about ANSI-compliant EVMS

FEBRUARY 12, 2013 at 12:00 Eastern Daylight Time

featuring Michael Nosbisch of Project, Time and Cost, Inc.

In describing his presentation, Nosbisch observes, “Over the past several years, there have been multiple presentations by government agency representatives and consultants alike that have characterized an earned value management system (EVMS) that complies with the ANSI/EIA 748(B) Standard as simply “good project management,” and as such should not be that difficult for most successful government contractors to implement. It is true that the basic concepts and principles of EVM can absolutely be likened to sound project management. “

“However, the costly, time intensive process of implementing, validating, and then maintaining an “ANSI-compliant” EVM system is far and above what any contractor would do if it were not a contractual requirement that is also fully reimbursable. While the EVMS validation process can definitely stand to be improved, sending a message to contractors that downplays the expense and effort involved in achieving compliance with the ANSI Standard is fiscally irresponsible and borderline unethical. This presentation will attempt to examine the issue from both perspectives, and will cite specific examples and recommendations in an effort to convey the “whole truth about ANSI-compliant EVMS,” Nosbisch comments.

MICHAEL NOSBISCH has more than 24 years of experience in project management and controls within both the government and private sectors. He has worked for several of the leading engineering, procurement, and construction (EPC) firms in the industry, to include URS Corporation, Jacobs Engineering, Kiewit, and Parsons Corporation. In 2009, Michael joined a leading management consulting firm, SM&A, and was responsible for their successful EVM Compliance and Consulting practice. In May of 2011, he joined Project Time & Cost as Managing Principal, Western Region, and EVM Practice Lead, based in Long Beach, CA. Michael is also an adjunct professor at the University of Southern California, teaching graduate level courses in heavy construction estimating and scheduling. Michael was certified as a PMP in 1999. He has also been an active member of AACE International since 1999, earning numerous professional certifications as well as currently serving as Immediate Past President of the Association. In addition, Michael is an active member of both NDIA’s Program Management Systems Committee (PMSC) and the Energy Facility Contractor’s Group’s (EFCOG’s) Project Management Working Group (PMWG).

While AACE International is offering this webinar for free, space is limited and interested participants are encouraged to register early. To register online, go to https://www2.gotomeeting.com/register/455919434.
Agnieska Lonska (Agnes), CCE, was born and raised in Poland, where she obtained her master’s degree in engineering and economics, specializing in production engineering. Subsequently, she completed a post graduate study in communication and management at Hamburg University of Applied Sciences in Germany.

Agnes currently is working for Bechtel on the new Doha International Airport in Qatar, as a schedule engineer. The new Doha Airport will be one of the most advanced airports in the world, and is a key project in Qatar’s national development strategy. The airport will be one of the first airports in the world to accommodate unrestricted operations by all commercial aircraft, including the new A380 airliner. Qatar is the fifth country she has worked in. Previously she has been working in Poland, Germany, the Netherlands and England.

Prior to working in planning and scheduling, Agnes developed a solid background in cost engineering, working in aviation and in the rail and transportation sectors on large government projects. Being exposed to both planning and cost engineering reinforced her understanding of earned value management and project management.

Agnes credits her choice of a project controls career to her multi-disciplined degree in college. She holds degrees in both engineering and economics so project controls was a good fit. She thanks her mentor, Linda Miller, that helped her along the way learn how to apply academic principles to her work assignments. Her current mentor, Troy Easthorpe, is helping her master her knowledge of project controls and position her to achieve career goals. Her long-term ambition is to become a project controls manager, so she is diligently working toward developing a well rounded foundation in all aspects of project controls.

Agnes’s first exposure to AACE International started when she was working at the West Coast Route Modernization Project in the United Kingdom. Her manager on this project was a certified AACE member. His experience inspired her to obtain professional certifications. She holds a Certified Cost Engineer, (CCE) certification through AACE International. She says her certifications achieved so far, have ‘helped her to validate and systematize her skills and knowledge acquired at her everyday work.’

Agnes says her certifications achieved so far, have ‘helped her to validate and systematize her skills and knowledge acquired at her everyday work.’
After moving to Qatar, Agnes joined the local Arabian Gulf Section of AACE International. She finds that the biggest advantage of being a member of AACE International is to network with experienced professionals that are working in the same industry and through this to enhance knowledge and experience. She attended the first AACE International Total Cost Management Conference in Dubai in 2012, which was also the first such meeting she had attended. She was impressed with all of the networking and learning opportunities available at the ITCM conference. Agnes believes in continuing education and is planning to obtain further professional certifications through AACE International. She is pursuing both the Earned Value Professional (EVP) and Planning and Scheduling Professional (PSP) certifications.

Agnes words of wisdom are to, “keep on learning by doing your work, interacting with your colleagues, and taking advantage of training offered by your employer and the Association. Striving for continuous improvement will help you adapt to changing work and life demands so that you can re-examine assumptions, and methods and practices from your every day job.”

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 choose 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.

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 faster than a speeding bullet
- Not more powerful than a locomotive
- 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!
Techniques for Choosing and Implementing the Most Appropriate Earned Value Technique for Objective Performance Measurement

MARCH 21, 2013 at 11:00 AM Eastern Standard Time
featuring Kimberly Meyer, EVP, and Kimberly Hunter, EVP

One of the most important steps toward creating the Performance Measurement Baseline (PMB) is developing the time-phased budget. This webinar will focus on the understanding and implementation of Guideline 7 of the Government Electronics and Information Technology Association’s (GEIA) Standard 748-B, commonly referred to as ANSI/EIA-748-B Standard for Earned Value Management Systems. Guideline 7 requires the identification of objective interim performance measures within control accounts (or lower-level tasks/activities) to enable accurate performance assessment each month.

Determining how and when the work will be statused with regard to performance to-date is an important consideration during planning the program. There are numerous recognized Earned Value Techniques available to measure a task’s progress. Methods such as Weighed Milestones, Fixed-Formula, Percent Complete, Apportioned, and Level of Effort of some of the most common performance measurement techniques are addressed. It can be argued that selecting the correct objective performance measures is more of an art than a science, even though there exists some fairly straightforward and easily adopted techniques that can correlate and align contractual and governance requirements to performance.

This webinar will describe the most commonly used EV techniques and provide examples of situations where they are best utilized to provide the most useful data for proactive program control.

KIMBERLY MEYER, EVP, is a Professor of Earned Value, Cost Estimating and Financial Management with the Defense Acquisition University and has over 27 years of project management, financial management, and EVMS experience. Kim began her career as an officer in the United States Air Force where she held numerous positions as an analyst generating EVM data and as an organization/project leader using EVM information to make program decisions.

KIMBERLY HUNTER, EVP, holds an Earned Value Professional (EVP) certification as well as a Project Management Professional (PMP). She is the Task Lead for IntePros Federal in support of AES-100, the Federal Aviation Administration (FAA). She has over 20 years project management experience in both the federal government and private industry.

This webinar is sponsored by the 2013 AACE Annual Meeting scheduled June 30-July 3 in Washington, DC. While AACE International is offering this webinar for free, space is limited and interested participants are encouraged to register early.

To register online for the webinar, go to
https://www2.gotomeeting.com/register/397408298
Taylor Buzan was born and raised in the greater area of Houston, TX. He later went on to attend the University of Texas at Austin. While at UT, he majored in and went on to graduate with a Bachelor of Science degree in Civil Engineering. Additionally, Taylor earned his Engineering in Training (EIT) certificate for the State of Texas soon after graduating.

Taylor gained an interest in construction and project controls from the related courses he excelled in at UT, which included among others, project management and project economics. Near the end of his curriculum, Taylor had decided to pursue his interest in construction and project controls as a career.

In 2011, Taylor joined PricewaterhouseCoopers’ (PwC) Capital Projects & Infrastructure advisory group (CP&I) where he currently works today. In this role, his responsibilities include: assessing project management, governance and control processes; evaluating project costs and budgets; providing project scheduling analytics; providing qualitative and quantitative risk management; and providing program assurance. Taylor serves clients in the energy and utility industries.

His career began at a construction claims and disputes resolution consulting firm located in Houston. Here, Taylor’s responsibilities included supporting testifying experts by performing schedule delay analysis, damage assessments, productivity analysis, and many other construction cost related analyses. These services were provided for an array of projects, which included: offshore drilling platforms, refineries, power generation plants, oil and gas pipelines, and commercial buildings.

During this time, Taylor was introduced to AACE by a mentor and colleague, Peter van der Schans, and was quickly convinced to join the AACE Houston Gulf Coast Section in 2009.

Soon after joining AACE, Taylor began pursuing his Certified Cost Technician (CCT) and attained this in 2010. Additionally, Taylor began to participate in the AACE training courses for Plan-

Taylor provided the following description of his AACE experience: "It offers me the resources to advance my technical skills and knowledge of project controls. Also, I have benefited from the networking opportunities at monthly meetings and other events."
ning and Scheduling Professional (PSP). He is continuing his pursuit of the PSP and hopes to attain this certification soon.

AACE’s Young Professional’s Committee (YPC) recently invited Taylor to become a member in 2011. After participating in the committee for several months, he began assisting as the treasurer and now serves as the co-chair of the committee.

Taylor provided the following description of his AACE experience: “It offers me the resources to advance my technical skills and knowledge of project controls. Also, I have benefited from the networking opportunities at monthly meetings and other events.”

When asked on his advice to other young professionals in the industry, he replied, "Constantly look for chances to learn, grow, and expand your comfort zone. Also, set clear and concise goals for yourself and continue to update these as you progress. For me, becoming involved in AACE has been, and will be, a great way to accomplish my goals."

Throughout his education and career, Taylor believes his family’s support and encouragement has allowed him to accomplish what he has today and will continue as his source of motivation.


“Most people are going through their records to get ready to file their return,” he says. “This is the time to get smart about what you need to keep and then set up a system to store it efficiently going forward.”

Rodgers suggests these five steps to help you effectively organize your finances for 2013 and beyond:

1. **Out With the Old** – Discard the records you no longer need: Tax returns older than seven years; bank records and credit card statements that are not related to the tax returns you’re keeping; brokerage statements that aren’t related to purchases of current holdings. Be sure to shred all your old documents before throwing them out.

2. **Go Digital** – Convert the documents you plan to save into digital images that are stored on your hard drive. Invest in a good scanner and scan as you go through your paperwork, shredding and tossing the hard copies as you go. On your computer, file by tax year, so your 2011 folder will contain your tax return for 2011 and all pertinent bank records and receipts. Organize the previous six years the same way. Next year you can delete the oldest folder when you add the 2012 folder.

3. **Save a Forest** – All of the financial institutions you deal with would prefer to send your statements electronically. Stop receiving paper statements. Instead, download your statements electronically and store them in your new filing system. Most banks and credit card companies keep at least a year’s worth of statements available. You need to download these files only once a year to complete the year’s file.

4. **Save Backups in Case of Emergency** – Make backup copies of your files on a CD. Choose a CD-R (recordable) as opposed to a CD-RW (rewriteable), because CD-R cannot accidentally be overwritten. Depending on your computer operating system, you may be able to continue adding data to a CD-R each year, until the CD is full. However, some operating systems won’t allow that, so you’ll need a new CD for each year.

5. **Go Paperless** – Your new electronic filing system can be expanded to include all your financial records, from car maintenance receipts to pay stubs. Wills and insurance policies can also be scanned and stored but, of course, keep the originals of those in a safe deposit box or fireproof safe.

Gone are the days of saving your financial documents in box and shoving it into the attic. Technology advances have made organizing your personal finances easier with minimal cost. Make 2012 the year you get organized by moving your finances into a 21st century filing system.

**About The Author**

Certified Financial Planner Rick Rodgers is president of Rodgers & Associates, “The Retirement Specialists,” in Lancaster, Pa. He’s a Certified Retirement Counselor and member of the National Association of Personal Financial Advisers. Rodgers has been featured on national radio and TV shows, including “FOX Business News” and “The 700 Club,” and is available to speak at conferences and corporate events (www.rodgersspeaks.com).
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).
MENTORING: THE ART OF QUESTIONING

Dr. Matt M. Starcevich, Ph.D.
Founder and CEO,
Center for Coaching & Mentoring

I memorized but did not internalize. Thinking involves asking questions. Accepting information, statements, or propositions is passive.

To learn and internalize the learning requires active questioning. The mentor’s use of questions can facilitate this type of learning. Questions can be grouped into the following three categories:

1. Questions that call for statements of facts:
   - Where is the capital of Oklahoma?
   - How many miles is it from St. Louis to Chicago?
   - Who won the 2002 Super Bowl?

2. Questions that call for statement of opinion, or subjective preferences:
   - Who was your favorite president?
   - What do you think will happen to the stock market in the future?
   - Are you better at writing or talking?

3. Questions that call for reasoned judgment:
   - What are alternative ways of achieving your goals?
   - What did you learn from your last project?
   - How is your current assignment different from your last assignment?

Questions that require reasoned judgment are critical for internalized learning and they are the hardest to formulate. Seventy years after the original study, research suggests that 60% of the questions classroom students hear require factual answers, 20% concern procedures, and only 20% require inference, transfer, or reflection [3].
The guidance in formulating useful questions has not been adequate: ask open ended questions, avoid questions that result in yes or no answers, etc. A helpful tool for questions that a mentor could ask and would help their partner learn, is a model from the field of critical thinking [4].

Editor’s Note: Dr. Matt M. Starcevich, Ph.D., is the founder of the Center for Coaching and Mentoring, Inc. This article was excerpted from the AACE Mentoring Partner Handbook which was customized to present the core processes and procedures embodied in Dr. Starcevich’s Mentoring Partner Handbook. For more details about the AACE International mentoring program, including an informative online PowerPoint presentation, click here: (http://www.aacei.org/career/mentor/).

REFERENCES
1. For the complete results of this study, see: http://coachinandmentoring.com/mentsurvey.htm.
2. For the complete results of this study, see: http://coachinandmentoring.com/ispi.html.
The AACE International Government Liaison Committee sponsored its second US Federal Agency Roundtable (FAR) Oct. 31, 2012, at George Washington University. The half-day program attracted more than 50 US federal agency employees and federal attractors to spirited discussions on, “Why Data Quality Matters?” and, “Scalable Program Controls and EVM.” The session was under the auspices of the Government Liaison Committee, chaired by Kim Hunter, EVP.

Hunter introduced Mike Peek, DOE, Office of Acquisition and Project Management, who facilitated the discussion on, “Why Data Quality Matters.” Participants discussed a variety of system and culture issues that impact the quality of data and transferable techniques on how to improve data quality within an organization. Ideas on how to change both US federal employee and US federal contractor behavior were exchanged as part of the free-flowing discussion. Strategies for increasing key leadership awareness and “buy in” to the importance of quality data were also shared.

The second major topic for the AACE US Federal Agency Roundtable was facilitated by Jerry Jones of the Federal Aviation Administration. Jones led a discussion about scalable controls and earned value management. Among the topics discussed was the perceived need for more training on risk management considerations and improved scheduling capabilities in both the US federal agencies and among contractors. The acute need for more individuals in the public and private sector trained in earned value management was also underscored in the discussion.

John Ciccarelli, PE CCE PSP, AACE International President-Elect, reminded participants that the 2013 AACE International Annual Meeting would be June 30-July 3, in Washington, DC. He encouraged participants to volunteer for a variety of presentations geared to government employees that would be embedded in the 2013 technical presentations. Ciccarelli noted that Kim Hunter would be recruiting individuals for special government-oriented presentations during the coming months.

In concluding, the consensus of the participants was that additional roundtables would be of value and that AACE International should continue to expand its efforts to engage government employees involved in the practice of total cost management by encouraging membership and awareness of its certification program, especially the Earned Value Professional (EVP) certification.◆
MISSION COMPLETE! Five Ways to Know When You’re Done with What You’re Doing

Jason W. Womack, MEd, MA

“One of the biggest time wasters we all face is spending too much time on those things that don’t require it,” says Jason Womack, a workplace performance expert, executive coach, and author of the book, Your Best Just Got Better: Work Smarter, Think Bigger, Make More (Wiley, February 2012, ISBN: 978-1-118-12198-6, $24.95). “When we do so, we lose the time we actually should be spending on more difficult or time-intensive tasks.”

Stop Majoring in the Minors—Many of us spend a lot of time on those projects and tasks that are easy for us. Completing these easy tasks quickly and efficiently is essential to freeing up time during your day. “Before you start your work day, think about what your high leverage activities are and what your low leverage activities are,” says Womack. “For the low leverage activities, force yourself to move through them as quickly as possible.

Don’t Overwrite E-mails—Much of your time—probably too much—each day gets eaten up by e-mail. Make a conscious effort to keep your e-mails as short and sweet as possible. “Get to the point quickly and use action verbs in subject lines so that both you and the recipient know what needs to happen before the e-mail is even opened,” advises Womack. “And while long e-mails waste the time it takes you to write them, keep in mind that the person receiving the e-mail doesn’t want to have to spend so much time reading it either.

Quit Over-Staying at Meetings and on Conference Calls—Often meetings and conference calls will take as long as you’ve allotted for them. Set an hour for a meeting and you’re sure to go the full hour. “Pay close attention to how much of your meeting is actually spent focused on the important stuff,” notes Womack. Always know the meeting’s or call’s objectives before you begin. That way you can get to them right away.”

Set Your Own Deadlines and Stick to Them—It’s very easy to get distracted or sidetracked by things you think you should do or things others think you should do. “Having a self-imposed deadline will help you ignore those distractions,” says Womack. “As your deadline draws near, start wrapping up that particular task.”

Know When It’s Time to Ask for Help—Have you ever been stumped by a certain project or task? Sometimes knowing when you’re done is knowing when you, specifically, can’t take a project any further. “You simply might not have the right expertise to completely finish a certain project,” says Womack. “And that’s okay. Wasting time on something you’re never going to be able to figure out is much worse than asking for help!”

About the Author

Jason W. Womack, MEd, MA, provides practical methods to maximize tools, systems, and processes to achieve quality work/life balance. He has worked with leaders and executives for over 16 years in the business and education sectors. His focus is on creating ideas that matter and implementing solutions that are valuable to organizations and the individuals in those organizations. Author of Your Best Just Got Better: Work Smarter, Think Bigger, Make More, visit www.womackcompany.com.
The Montreal Section of AACE International ended its last season on a high note in June with a very successful one day seminar by John Hollmann, P. Eng, CCE, CEP. The seminar entitled Best Practices for Risk Analysis, Quantification and Control was attended by over 60 people from many different companies as well as students from Concordia University. Those in attendance were treated to an interactive presentation and discussion including group workshops based on AACE International’s Recommended Practices for Risk Management as well as industry empirical research. John discussed AACE’s quantitative-focused risk management focus and development towards a Decision and Risk Management Professional specialty certification (DRMP).


The afternoon session included a discussion on Failed Risk Quantification Methods (why they don’t work but are still commonly used), recommended Practices for Risk Analysis and Quantification (Cost and Schedule Contingency and Escalation), Monte-Carlo simulation techniques and Probability Analysis, Outputs from Risk Analysis and Contingency Estimating/Risk Communication and lessons learned. The seminar left a lasting impression. Net proceeds were used to fund the local section scholarship.

John Hollman, PE CCE CEP, presented a one day risk workshop in June 2012 for the Montreal Section.
Students are shown above participating in a one day risk workshop sponsored in June 2012 by the Montreal Section.

Sharing the Podium at a one day risk workshop, sponsored in June 2012 by the Montreal Section, are from left to right: Les McMullan, John Hollman, PE CCE CEP, Khaled Elfekhfakh, Kato Lone, and other attendees.

John Hollman, PE CCE CEP, presented a one day risk workshop in June 2012 for the Montreal Section.

John Hollman, PE CCE CEP, receives a speaker’s gift from Les McMullan of the Montreal Section. Hollman presented a one day risk workshop in June 2012 for the Montreal Section.
Old habits are hard to change. But when you discover or are confronted with something you do that hurts the one you love, you will be motivated to try.

Here are ten tools that can help.

1. **BECOME AWARE**
   Whether you figured the problem out on your own or it was pointed out to you, becoming aware that you inadvertently hurt someone will help you change your action from a negative to a positive.

2. **APOLOGIZE**
   A simple “I’m sorry” should be followed up with the question “What can I do to make up for it?” The answer you receive will lead you toward helping and healing actions. And don’t repeat your mistakes.

3. **THINK BEFORE YOU SPEAK**
   Before you speak, say to yourself what you want to tell your partner and imagine how he or she will interpret what you say. If you imagine a negative reaction, you now have the opportunity to change your words to avoid doing damage.

4. **SHOW EMPATHY**
   Put yourself in your loved one’s shoes and feel what he or she is feeling. Empathizing with someone you care for can improve your mood and help both of you feel better.

5. **KEEP YOUR TEMPER**
   Remember, when you fly off the handle, you usually are going to be wrong. Try counting to ten before losing your cool. It’s an old trick, but it works.

6. **PRACTICE, PRACTICE, PRACTICE**
   It takes about thirty repetitions to create a new habit. Keep integrating positive behaviors into your lifestyle to replace your bad habits with good ones.

7. **LISTEN WHEN OTHERS SPEAK**
   Your partner may be your best guide when it comes to helping you recognize certain ways you could improve. He or she is the one who is going to see (and be most affected) by your behaviors. Let the one you love help you make the changes that will make both of you happier.

8. **REMEMBER THAT RELATIONSHIPS HAVE TO BE WIN-WIN**
   When you’re in a relationship, if one of you loses, both of you do. Trying to “win” an argument is only going to cause more hurt. If you can’t fix it so both of you feel like winners, put the issue away for a while and look at it again later.
9. BELIEVE IN YOURSELF
You have the ability to change and even improve your behaviors. It does take determination and discipline, but if you start small, making larger changes becomes much easier with time and experience.

10. REMIND YOURSELF THAT YOU WANT THIS
Your desire to be a better person may be your most powerful force when it comes to making positive changes. People change and get better every day; all you have to decide is that you want to be one of them.

At some point in our lives, each of us must confront our bad habits. When it comes to the behaviors we manifest in our relationships, confronting bad habits can be more challenging, but you have something more to work for. You can do this.

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**About Dr. Barton Goldsmith**
Award winning Psychotherapist, syndicated columnist and radio host, Barton Goldsmith, Ph.D., is an internationally recognized counselor, author and speaker, who has appeared on and been interviewed and quoted by all the major television networks, numerous radio shows as well as national magazines like *Cosmopolitan* and *Family Circle*. Since 2002, his weekly column, *Emotional Fitness*, which is syndicated by Scripps-Howard News Service, runs in *The Ventura County Star*, *The Chicago Sun-Times*, *The Orange County Register*, *The Detroit News*, *The Cincinnati Post*, *The San Diego Union-Tribune* and over 250 other newspapers giving him a readership in the millions. In addition, his popular monthly business column has appeared in over 200 other publications.
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www.aacei.org/mbr/csp/
**Arizona Section**

The Arizona Section’s October 2012 board meeting was on Thursday, Oct. 18, at Hill International, 2777 E. Camelback Rd, in Phoenix. Attending board members included President Marina Sominsky, Vice President Chris Hudson, Treasurer Marv Carson, Director Membership Daisy Culanag, Director Programming Sunitha Jain, and Publishing and Marketing Chair Charlene Mendoza.

The topics on the agenda covered the new computer-based testing process for the AACE certification exams, the new AACE online survey, and review of the board members’ new roles and responsibilities for the coming year, including a question/answer session. In addition, the board strategized on best ways to achieve another recognition award, by reviewing this year’s awarded points and categories, and then by brainstorming on areas of improvement for the coming year. There were ideas and discussion on various ways to improve section participation and meeting attendance, and the board adjourned with a healthy list of action items to pursue.

**Atlanta Area Section**

The Atlanta Area Section’s November 2012 meeting was on Tuesday, Nov. 20. Pat Broyhill, PE, of DMCG Solutions, LLC, of Atlanta, presented a technical program titled, “Schedule Impact Analysis.”

Pat presented his perspectives on the process of analyzing the effects of delays in schedule caused by any one of a number of causes and on the part of either of the parties to a contract. Mr. Broyhill has agreed to allow the section to post his presentation to our website at http://www.aaceatlanta.com/meetings.html once the presentation, developed specifically for this meeting, has been vetted by his management.
The section board of directors held a meeting prior to the general membership meeting, minutes of which will be included in a future newsletter once approved by the board.

**Brazil Section**

The Brazil Section’s kickoff was held in Rio de Janeiro, Brazil. They had an amazing 50 attendees for the presentation of, ‘How to Check and Validate Schedules’ by Luiz Augusto P. Silva. The presentation was very well received.

**Chicago Midwest Section**

On Tuesday, Nov. 18, 2012, members of the Chicago Midwest Section convened to look into the crystal ball to see what 2013 may bring to the construction industry. James G. McConnell, an attorney at Construction Law Services, LLC, gave a presentation on his expectations for both the US and local construction trends for 2013, including the health care, infrastructure, residential, and education sectors, among others. Using his broad knowledge of construction trends, Mr. McConnell highlighted many of the evolving new types of construction, as well as changes in the political environment and legislation that will impact the industry in 2013.

On Thursday, Oct. 11, 2012, over 25 people attended Part One of the Chicago Midwest Section’s Two Part series on Practices in Change Order Management. Part One was presented by Dayna Anderson and Joseph Seder, both of Davis & Hosfield Consulting, a litigation and claims consulting firm. Dayna and Joe discussed how changes during most construction projects are inevitable and can lead to cost and schedule overruns, and how effectively managing these changes can significantly reduce the risk of disputes and claims that often result in costly litigation. Dayna and Joe also discussed various approaches to change management currently used in the industry and some of the best practices being used. This interactive presentation resulted in vigorous audience participation, where people shared their experiences, both good and bad, of how they had managed the change order processes. Part Two of series is scheduled to be presented in early 2013.

On Thursday, Sept. 13, 2012, Betsy Altman of Elizabeth Altman Associates was the guest speaker at the Chicago-Midwest Section at a round-table discussion titled, “Tips on Effective Presentation.” When making the final pitch for a potential project, the final interview can be the “make or break” moment. Betsy discussed a variety of tips to ensure the presentation is as impactful and effective as possible, including suggestions of what works (e.g., keep the...
presentation simple, rehearse pitch in advance) and what doesn’t (e.g., reading presentation slides word for word). Throughout this interactive lunch and presentation, the attendees contributed to the conversation based on their experiences.

**Chile Section**

On Tuesday, Nov. 18, 2012, members of the Chicago Midwest Section convened to look into the crystal ball to see what 2013 may bring to the construction industry. James G. McConnell, an attorney at Construct

AACE International is hard at work spreading the Total Cost Management message across Latin America. This effort has resulted in an Brazil Section and an upcoming Chile Section. Nelson Bonilla, AACE Past President, and Juan Contreras Noce are leading the charge to get the new section established. Fourteen professionals attended the section kickoff meeting. Shown from the left are: Daniel Bravo, Pablo Villegas, Miguel Angel Escobedo, Cristobal Dagnino, Cristian Calderon, Nelson Bonilla, Juan Contreras, Ignacio Maturana, Eugenio Timar, Lilian Hernandez, Danton Villaroel, Rodrigo Lara, Patricio Maquire, and Elio Santibañez.

**Montreal Section**

The Montreal Section of AACE International closed out the 2012 technical program on Dec. 5, with an impactful presentation entitled, “Project Controls: Presenting with Impact.” The guest speaker, Marc Duvernet, is a human resource and organizational development professional with over 20 years of experience designing and deploying talent management and OD programs throughout Europe, North America, Asia and Australia. Marc ran a training and development services team for European business groups, leading global deployments, orchestrating business management system training and a range of leadership and functional development programs. Marc is Director of the SNC-Lavalin Inc. Academy which provides internal courses, training, seminars, and e-learning on subjects such as Project Management and Project Controls.

Marc explained the importance of getting our message across as project controls professionals, whether in presenting an estimate, schedule, progress report or project execution plan. A presentation is an opportunity for much more than just conveying information. It is an opportunity to connect your goals with those of your audience, so as to enlist their support and move forward together. One can infuse a presentation with stories and reasons to be passionate to connect with people on an emotional level. And when people identify with a meaningful vision, they can find their own motivations for becoming advocates of the change you seek. Then providing a manageable path forward can foster the confidence people need to embark on a journey with you.

The key discussion points shared with the 45 in attendance included the role of the presenter, developing a sound plan, having a vision with passion, building momentum, motivating the audience, leadership, story-telling (how to develop a story your audience will remember) and driving change. Marc clearly demonstrated his own expertise and skills as an influential speaker and left the audience with strategies and tools to better communicate and present with impact.

The Montreal Section in December 2012 listened to guest speaker Marc Duvernet, a human resource and organizational development professional. The topic of Mr. Duvernet’s talk was, “Project Controls: Presenting with Impact.”

The Montreal Section in October 2012 awarded section scholarships. Shown above, Ibrahim Bakry, was one of three recipients. He is presented his scholarship by Les McMullan. Photos of the other two recipients were previously published.
Northern West Virginia Section

The Northern West Virginia Section formally dissolved as an AACE Section on Nov. 15, 2012, according to information filed with AACE Headquarters by Section President Dennis Chambers.

Seattle Section

The Seattle Section conducted its last meeting of the 2012 calendar year with a presentation by John Langer, who spoke on, "SAVE International Value Engineering Process and Methodology." Value analysis (engineering) resolves to balance functionality and quality while reducing project costs. It enables well-founded collaborative decisions on project strategy, scope, and key components of design. If started early in the conceptual phase and carried through to the successful completion of a project, value management can lead to significant savings in the project schedule, staff time required to manage the project, capital and lifecycle costs, and improved quality. Thus, value analysis can play a role in improving teamwork by enabling a singular focus, project ownership, and "buy-in." This presentation discussed the beginnings of value engineering (VE), laws and policies at the US federal and state level, how and when to apply VE, the value engineering job plan, and the current state of VE in the world.

John Langer has more than 43 years of professional experience with an emphasis on estimating, as well as program and project management. He has performed management functions in the coordinating of activities and directing of craft personnel on projects ranging from offshore oil production facilities in Alaska and Mexico, wafer chip factories and biotechnical, to the construction of wastewater treatment facilities for both municipalities and private enterprise. His positions have included project engineer, project scheduling manager, project superintendent, and project manager. John has also served as the manager of estimating and as a consultant to the construction industry. He is currently providing cost and schedule consulting services to Sound Transit, Port of Seattle, URS Corporation, several architectural firms, and small general contractors in the region.

The Seattle Section took a recess over the December holidays and then returned to meet on Jan. 10. John Potter, PSP, presented a program about the US National Park Service at the January section meeting.

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When Will Your Section News Submission Be Published?
The new digital Source magazine will include all “Section News” submissions. Source has a submission deadline of two months in advance of the issue date. Please review the following production schedule. It lists the submission periods for the six bi-monthly issues of Source magazine in 2013.

2013 Source Section News Submission Schedule
February
• Items submitted from Oct. 16 through Dec. 15, 2012
April
• Items submitted from Dec. 16 through Feb. 15
June
• Items submitted from Feb. 16 through April 15
August
• Items submitted April 16 through June 15
October
• Items submitted June 16 through Aug. 15
December
• Items submitted Aug. 16 through Oct. 15

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

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

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

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

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

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

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

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

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

Any Section representative with questions is advised to e-mail editor@aacei.org or call the Managing Editor during regular business hours (9 a.m. to 5 p.m. Eastern Standard Time, Monday-Friday, except holidays and special closings).
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DIRECTOR-REGION 8
Keith Webb
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DIRECTOR-REGION 9
Jim Perry
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EXECUTIVE DIRECTOR
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AACE INTERNATIONAL HEADQUARTERS STAFF

EXECUTIVE DIRECTOR
Dennis G. Stork
+1.304.2968444 x114
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MANAGER, CERTIFICATION
Penny Whoolery
+1.304.2968444 x104
pwhooolery@aacei.org

ADMINISTRATOR, CERTIFICATION
JoAnn Metzler
+1.304.2968444 x110
jmetzler@aacei.org

COORDINATOR, CERTIFICATION
Valerie Smith
+1.304.2968444 x112
vsmit@aacei.org

STAFF DIRECTOR, EDUCATION & ADMINISTRATION
Charla Miller
+1.304.2968444 x113
cmiller@aacei.org

ADMINISTRATOR, MEMBERSHIP & EDUCATION
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1.304.2968444 x115
mcebula@aacei.org

MANAGER, FINANCE
Carol Sue Rogers
+1.304.2968444 x102
crogers@aacei.org

ACCOUNTING ASSISTANT/ ACCOUNTS PAYABLE
Olivia Jenkins
+1.304.2968444 x118
ojenkins@aacei.org

ACCOUNTING ASSISTANT/ ACCOUNTS RECEIVABLES
Zachery Ueltschy
+1.304.2968444 x107
zueltsc@aaeci.org

STAFF DIRECTOR, TECHNICAL OPERATIONS
Christian Heller
+1.304.2968444 x117
cheller@aacei.org

IT/IM/GRAPHIC SPECIALIST
Robin Donley
+1.304.2968444 x119
rdonley@aacei.org

MANAGER, MARKETING & MEETINGS
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+1.304.2968444 x106
jamos@aacei.org

MEETINGS COORDINATOR
Teri Jefferson
+1.304.2968444 x120
tjefferson@aacei.org

BUSINESS DEVELOPMENT COORDINATOR
Garth Leech
+1.304.2968444 x122
gleech@aacei.org

ADMINISTRATOR, MEMBERSHIP & SECTION SERVICES
Sharon Hardman
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shardman@aacei.org

MANAGING EDITOR
Marvin Gelhausen
+1.304.2968444 x111
mgelhausen@aacei.org

ART DIRECTOR
Noah Kinderknecht
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