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CLICK to watch Shawn Achor talk about “The Happy Secret to Better Work” presented by TED.

Shawn Achor is the CEO of Good Think Inc., where he researches and teaches about positive psychology.

We believe that we should work to be happy, but could that be backwards? In this fast-moving and entertaining talk, psychologist Shawn Achor argues that actually happiness inspires productivity.

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.
5  President’s Message
Gateway to Greatness

8  Annual Report
2012 AACE International Annual Report

11  Education Board News
Professional Development Through Online Courses

13  Certification Corner
DRMP Exam
Registration Opens September 1
1 Outside the Box
The Happy Secret to Better Work

16 AACE International Total Cost Management Conference
Bangkok, Thailand to be the Host City for the 2014 ITCM Conference

19 Women in Project Controls
Spotlight on Cindy (Strickland) Hands, P. Eng CCP

23 Young Professionals in Cost Engineering
Spotlight on Ghulam Mujtaba Shaikh

26 AACE International COMP Program Members

29 AACE International Sections

32 The AACE International Bulletin

36 Special Regions Report

39 Professional Services Directory

39 Index to Advertisers

40 AACE International Online Store

42 AACE International Contacts

43 Coming Events

44 Next Month in the Cost Engineering Journal

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A history of delivering groundbreaking projects.

Shaping tomorrow together
My first President’s message highlights some of the themes from my acceptance speech presented at the Annual Meeting in Washington, DC, on July 2, 2013, and will address how the themes relate with my vision for marketing our products to specific corporate targets in various industries. The highlighted themes included: gateways to greatness; think big; and think globally, act locally. My speech concluded that AACE International is truly a gateway to greatness, with challenges and opportunities to be embraced by the membership at all organizational levels; working together to achieve a common vision to be the technical authority in cost engineering and total cost management to all industries.

More than 800 professionals attended the Annual Meeting this year and, aside from a few manageable inconveniences with the facility, the experiences and feedback from the attendees has been overwhelmingly positive. In case you were unable to attend the Annual Meeting, two of the highlights were the keynote session on Monday morning featuring then-President Marlene Hyde and Dr. Ben Carson and the Awards Luncheon ceremony on Tuesday, featuring a number of fellow AACE International members. These highlights were similarly featured in my speech during which I humbly accepted the leadership role you entrusted in me and my ability to lead our Association as President of AACE International for the 2013-2014 year.

The Awards Luncheon opened with a presentation titled, “Gateway to Greatness” which emphasized that the ceremony was to, “honor those who have soared,” by donating their time and talent to the Association. Please reach out to congratulate the award recipients when given the opportunity. The “gateway” theme was then used to describe the opportunities which are available to AACE members on a daily basis, through work and participation in AACE International, and which represent personal gateways to career paths, success, and greatness.

To reinforce this theme, I described my personal experience with a gateway to greatness initially presented as an opportunity to join the New Jersey Section Board as the Corporate Sponsorship Director in 2001. By 2005, I was the NJ Section President and the Section gained recognition as it started submitting and achieving Section Recognition Awards. In 2008, I was elected as Director-Region 2 and joined the AACE International Board of Directors. My Board service continued in 2010, with the role of Vice-President Finance and culminated in the current role as President. While each individual’s gateways to greatness and career paths will be unique to their situation, this was my personal path, given as an example so that other Association members could draw from this experience and similarly be inspired to seize upon an opportunity when it arises. Further, all members were challenged to seize any opportunity to lead, to make their own opportunities, no matter how small, and to enter their personal gateway to greatness.

While even the smallest opportunity can provide a gateway to greatness for individuals, our Association is now in a position to think beyond incremental improvements and consider bolder leadership visions, to look at the big picture and
long term strategy. Coincidentally, Dr. Ben Carson wrote a book, titled “Think Big.” In his book, Dr. Carson concluded: “By Thinking Big, we can transform the world.” It is this “think big” perspective which has motivated me to accept the challenges and opportunities to lead at the Section, Regional and Association Board levels. It also helped me set one of my big goals as a candidate in the election, which is to expand our membership base to 10,000 members by 2015. While reaching 10,000 might appear to be a stretch, this big goal was discussed at a Board meeting in San Antonio back in 2008, when membership was just above 6,000. During deliberations about yearly membership growth, I suggested that we should think big and our goal should be to reach 10,000 members; and that goal remains the same for me today.

There were several other relevant principals discussed by Dr. Carson in his book and keynote address, including:

- recognize our talents, use them appropriately and we will rise to the top of our field;
- commit to giving your best and you will come out on top;
- be nice; and,
- increase and develop in-depth knowledge to enable each of us to give our best to others.

AACE’s talents and in-depth knowledge noted above are reflected in our world-class technical, educational, and certification (TEC) programs which are interwoven at all levels through the volunteer efforts of our membership. One objective set for the coming year, which will help achieve the overall membership growth objective, is to reach out and emphasize the professional growth opportunities and value added through our world-class TEC programs to both our current membership, as well as the industries that we serve.

The approach to reaching our current membership will use a philosophy espoused by world renowned consulting firms: think globally and act locally. Our efforts will focus on communications through the membership, regions, and sections, to ensure that we retain existing North American and International members, while providing support to new and expanding Sections in emerging markets, with the goal of growing the membership base. As we expand into international markets, we must prepare ourselves to be more responsive to a global membership at the local section level. Our strengths and future are dependent upon the relationships established at the local section level and the fostering of a true sense of community of interest among members. As I discussed earlier, my personal “gateway to greatness” was from the grassroots efforts participating and leading at the section and regional levels. It is from this pool of passionate grassroots volunteers that we recruit the members, some of who then volunteer to lead a section, or write a paper, or deliver a presentation, or develop a Recommended Practice, or participate in a technical committee, or volunteer for an Associate Board, or become certified, and generally become an advocate for Cost Engineering and Total Cost Management. I have not forgotten my experience as NJ Section

President and Director Region 2, and continue to support AACE’s efforts to energize our membership at all levels and advocate for global growth through our Regions. Think globally, act locally must be more than a slogan, it must be a reality.

With an energized membership, my vision would be for AACE to improve marketing communications and exposure of the technical products, education services, and certifications to the industries served, as well as the industry sectors that are not perceived to be traditional “users” of AACE services. This would encourage the overall global growth of AACE membership. Most professional service and consulting firms have adopted the industry focus approach to delivering services and we have accordingly also moved in that direction, with the introduction of industry specific webinars and the initiation of industry focused programs at the Annual Meetings. The US federal government was the first industry focus program at this Annual Meeting, while the 2014 Annual Meeting in New Orleans will focus on the Oil & Gas and Energy sectors. We have industry recognized technical products, educational services and certifications which are, “the best kept secret in the industry,” and we need to turn this around and broaden the reach of our products.

To accomplish this vision for marketing our quality products and services to specific corporate targets in various industries, AACE needs to continue focusing a coordinated effort and to borrow again from the introductory presentation: “We go further together.” All of our services and organizational levels need to embrace a common vision. I envision this coordinated effort to involve multiple layers of the Association, including:

- Members who would identify specific target entities including key decision makers. For example, a Construction Management firm that already supports AACE and is involved on projects around the world through international offices would be a prime candidate for this effort.
- Existing North American and International Sections with capabilities to contact global firms which operate in their local jurisdictions, as well as in emerging markets that do not yet have an established AACE presence.
- Headquarters and the Marketing Advisory Committee to develop and package comprehensive material specifically for those targeted industries served and the cost engineering skills for which they need educational material delivered; and
- Appropriate members, local Section leaders, AACE Board members and Headquarters assembled in a coordinated team to present the customized package through a targeted and coordinated effort.

The purpose of the coordinated effort would be to emphasize the benefits of AACE’s certifications, educational and technical products to multi-national firms and organizations that serve global markets. My experience with professionals in the Cost Engineering industry has revealed that there are potential members who work for one of our Corporate Organizational Member Part-
ners (COMP), which is also a multi-national firm, who do not know of AACE, let alone that their employer is a COMP supporter. We can all agree that we need a comprehensive promotional campaign to explain to employees, firms, and clients, the significance of AACE’s services. The Board is already investigating a new Corporate Sponsorship Program and marketing efforts to address this issue and the Association will need the commitment of all members, working together, to make this vision a reality.

This vision for reaching out to specific corporate targets in various industries is a cornerstone to expanding our membership base globally. The effort will involve all levels of AACE—from the Board of Directors to the grassroots membership level. There is a need to proactively recruit more volunteer leaders and enthusiastic contributors at the Section levels, who will accept the challenge of an opportunity to enter a gateway to greatness and serve AACE International to assure the sustainability of the Sections and the future of AACE. The benefits, services, growth, experience, professional development and leadership opportunities, or gateways to greatness, which involvement in AACE provides are world-class and well worth the valuable time of our already-stretched volunteers. The work done by AACE International can make a difference; and AACE is truly a gateway to greatness.

If you would like to contact our current president with questions or comments about The President’s Message please address your e-mail to president@aacei.org. To engage in other discussions, check out AACE International’s Online Forums at www.aacei.org/forums.

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ACE International enjoyed an exceptional year in 2012. The Association experienced record highs in membership, net certifications, and initiated a variety of new programs and services to our members.

Membership Trends — In an 11 year period, when many professional associations were stagnating or losing members, AACE International membership has grown by 88 percent. A major factor in that growth has been the expansion of our international membership. Currently more than 30 percent of our membership is outside of North America, a factor that led to the Association adding a fourth international region to serve the growing number of international sections. In 2012, the Board of Directors introduced the Online Learning Center which features modules based upon actual technical presentations captured at our Annual Meetings. Each recorded unit includes a live audio recording of the speaker synchronized to the slides accompanying the presentation.

Certifications Increase — In 2012, net certification holders of AACE International certifications increased by 8.5 percent, evidence of the increased recognition of the value of the certification among total cost management practitioners and employers. On October 1, the Certification Board converted to a computer-based examination program using the Kryterion testing network and phasing out the proctored paper and pencil examinations. With more than 500 secure sites worldwide, we believe we will experience an even greater surge in certifications as access to examinations become easier throughout the world.

In the past year, the Certification Board and Board of Directors approved the Decision and Risk Management Professional (DRMP) certification and Certified Scheduling Technician (CST) certification for release on July 1, 2013, and has “rebranded” the CCC/CCE certification as the Certified Cost Professional (CCP).

Annual Meeting Attendance Trending Upward — Two weeks prior to the 2013 Annual Meeting in Washington, DC, advanced registrations were trending 5.8% higher, compared to the same period prior to the San Antonio meeting. In 2012, AACE International recorded technical sessions, synchronizing the audio with the presentation slides to create another method of distributing the information presented at the Annual Meeting. These sessions, branded under the name, Online Learning Center, became available in September 2012. This year’s sessions from the Washington, DC meeting will be available in early September 2013.

First International Total Cost Management Conference Held — The Association sponsored its first International Total Cost Management Conference November 13-15, 2012, in Dubai, UAE. The keynote speaker, Richard. K. Faris, Senior Vice President for Oracle’s Primavera Global Business Unit, opened the session attended by approximately 150 registrants. Marlene Hyde, 2012-13 AACE International President, was a featured speaker at one of the
AACE INTERNATIONAL MEMBERSHIP TRENDS

AACE INTERNATIONAL NET CERTIFICATION INCREASE
lunches. Building upon the success of the initial ITCMC, the Board of Directors has approved it becoming an annual meeting beginning in 2014 in Bangkok, Thailand. A call for papers for the Bangkok ITCMC, as well as the 2014 Annual Meeting in New Orleans, LA, ends August 31, 2013.

More Webinars Planned — AACE provided four webinars in the past year with the final webinar on earned value management attracting 640 registrants. AACE International plans to offer a minimum of eight webinars in 2013-14.

AACE International Experiences Financial Gain — AACE International experienced a slightly larger than anticipated gain, compared to what was budgeted for in 2012, with advances in the stock market accounting for the bulk of the windfall of $80,350. In the previous year, AACE experienced unexpected gains in the stock market and has achieved its strategic goal of a six-month’s operating reserve. The Association had audited earnings of $3,209,122 and expenses of $3,128,772.

Association Management Software — The Association changed its association management software in April 2012, and expanded its internet and phone capacity with increased bandwidth to support its cloud-based data management system.

Other 2012 Accomplishments:
• Amended the Constitution and Bylaws, beginning in 2014, to provide direct representation of the associate boards on the Board of Directors, created the position of Vice President International Regions and created an Executive Committee comprised of Association Officers.
• 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.
• Expanded the mentoring program to more than 130 registered mentors available to help partners/protégés.
• Education — The Education Board released its Certified Estimating Professional (CEP) Certification Study Guide to the total cost management community. A publication of the AACE International Education Board, the co-editors of this 192-page study guide are William E. Kraus, PE CCP FAACE, and Philip D. Larson, CCP CEP PSP FAACE. We anticipate the release of the Decision and Risk Management Professional (DRMP) Study Guide, edited by Sean Regan, CCP, around the time of the 2013 Annual Meeting.
• Scholarships — Experienced a more than 400 percent increase in the number of students applying for scholarships and distributed more than $91,000 in scholarships in 2013. For more information on how to support the scholarship and education program, consult the four-page insert in this program.
ACE International promotes a wide range of professional development courses available through online learning. Whether you are new to the total cost management field, or you’re looking for a course to enhance a specific skill, be sure to check out all of the courses available through AACE. We have formed partnerships with organizations that complement AACE’s strengths to provide the best in online learning.

Through our partnership with ConstructionClasses.com you can find a catalog of courses ranging in skill level from basics such as, “Introduction to Construction Estimating” and “Essential Construction Math,” to supervisory skill courses like, “Construction Problem Solving and Decision Making,” and “Leadership and Motivation.” All courses are 10 weeks long and are instructor-led. They are available to students anywhere in the world, because each week the instructor posts assignments and students can log in to the course any time during the week, at their own convenience, to work on the assignments and submit them to the teacher. You can use the in-classroom e-mail system, the regular e-mail system, the classroom bulletin boards, the chat room, or the telephone to interact with the teacher. Most courses have a specific start and end date, with the exceptions that, “Introduction to Construction Estimating” and “Essential Construction Math” can be started at any time.

ConstructNet International worked closely with the AACE International Education Board to put together an online learning experience based on the AACE publication, Skills and Knowledge of Cost Engineering, 5th edition, the Education Board’s premier publication. The result is a seven-course suite that covers the topics of: Cost; Cost Estimating; Planning and Scheduling; Progress and Cost Control; Project Management; Economic Analysis, Statistics, Probability, and Risk Management. While these courses are valuable to anyone looking for professional development in any or all of these topics, many people have used them as a tool to study for the Certified Cost Professional (CCP) certification exam, the Planning and Scheduling Professional (PSP) certification exam, and the Cost Estimating Professional (CEP) certification exam.

The suite can be taken in its entirety, or you can select any one of the courses that fits your needs. These courses can be started at anytime and are entirely self-paced. If you have a question, you can get in touch with AACE and one of the subject experts who helped develop the course will be contacted to help you.

Iowa State University’s correspondence course, Fundamental Skills and Knowledge of Cost Engineering, is also based on the AACE Skills and Knowledge of Cost Engineering, 5th edition, but is a traditional correspondence course rather than an online course.

Stevens Institute of Technology offers an online graduate certificate in Construction Management. Get full information, including start dates, and register on their website at: www.stevens.edu/sit/

Check out the full list of courses on the AACE website by visiting: www.aacei.org/educ/online/. AACE International members qualify for substantial discounts over regular course prices. 

SOURCE AUGUST 2013 11
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New Decision and Risk Management Professional (DRMP) Certification Continues Progress With First Exam Registration Opening

Earlier this year, acting upon the recommendation of the Certification Board, the AACE International Board of Directors unanimously approved the Decision and Risk Management Professional (DRMP) certification.

Registration is now set to open September 1, for the initial DRMP certification examination. A new DRMP Certification Study Guide will also be available prior to Sept. 1. This guide was just updated from the beta test version after input from the initial exam candidates.

The DRMP is designed to establish credentials that recognize professional expertise, skills and knowledge in the decision and risk management area of practice within cost engineering. It is expected that DRMP candidates will be experienced risk subject matter experts and well read in the general industry literature on recognized decision and risk management principles and practices. The introduction of the DRMP certification culminates many years of hard work from the DRMP Task Force, as well as a coordinated effort among the AACE Technical, Education and Certification Boards to provide the technical body of knowledge, educational resource materials, and quality examination questions necessary to properly launch a certification of this scope,” commented AACE Past President, Marlene Hyde, CCEC EVP, when approval of the DRMP was announced in May.

The first DRMP Certifications Awards: The individuals receiving the initial DRMP certifications by successfully passing the beta-test, conducted in December 2012, include: Chris Carson, CEP PSP; Brian Evans, EVP PSP; Dennis Hanks, CCP; Justyna Krzysiak and George Ostermayer, CCP CEP EVP PSP.

The Certification Board also bestowed the DRMP on the following individuals who served on the task force creating the certification: James Arrow; David Brady; Chris Caddell, CCP; Michael Curran; Larry Dysert, CCP CEP; John Hollmann, CCP CEP; Sagar Khadka, CCP PSP; Maryam Nejad; David Norfleet, CCP CFCC; Rashami Prasad; John Schuyler, CCP; and Kul Uppal, CEP.

Both groups were honored during special ceremonies at the certification reception conducted in conjunction with the recent AACE Annual Meeting in Washington, DC.

Scope of Knowledge

Skills and knowledge tested in the examination range from analytical (e.g., statistics and modeling) to socio/psychological (e.g., risk elicitation and communication) to management (e.g., risk response planning and management). Candidates may include, but are not limited to: risk managers, decision and risk management consultants, capital program managers or planners, project managers, value en-
For the examination, it is expected that candidates will be experienced risk subject matter experts and well read in the general industry literature on recognized decision and risk management principles and practices; however, where applicable, AACE’s Total Cost Management Framework and Recommended Practices are emphasized.

**Exam Structure**

The DRMP exam contains multiple choice questions and a written memo assignment. The multiple choice questions and the written assignment scores are averaged together for an overall exam score. You must receive a minimum average of 70% in order to successfully pass the exam.

**MULTIPLE CHOICE EXAM:** The exam is delivered through computer based testing (CBT) and is comprised of multiple-choice and compound, scenario questions. The topics covered in the exam are: Basic Cost Engineering and Statistics (DRMP Certification Study Guide, Sections 1 and 4), Communication Competency, Economic Analysis, and DRM Practices (DRMP Certification Study Guide, Sections 2 and 3).

**MEMO ASSIGNMENT:** The memo assignment will require candidates to demonstrate both communication skills and insight regarding a challenging DRM workplace scenario. Candidates will select a scenario, study it, and then draft a memo to the appropriate recipient demonstrating the candidate’s ability to organize thought and communicate effectively while demonstrating their perception of the complexities of the scenario situation.

The exam is closed book. Candidates are permitted to bring any style of calculator, including programmable calculators, to use during the exam. Candidates will have a maximum of 5 hours to complete the exam. ♦

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**Primary References**

- AACE’s DRMP Certification Study Guide.
EMOTIONAL FITNESS

By Dr. Barton Goldsmith

Feeling Good

Every now and then, for no particular reason at all, do you find yourself feeling good? Not giddy, not happy, and certainly not high, but just feeling comfortable in your own skin? Even though there are still issues to deal with, you have an inner sense that you will handle them and that it will all be okay. While you are in this emotional state of peace, take in as much of it as possible.

Your good mood may not last forever (perhaps not even for the day), and because of that, it’s important to imprint it on your psyche so that the next time you start to dwell on some unpleasant thoughts or are feeling anxious, you can remember that deep within you, there is the understanding that everything will be okay. This knowledge will decrease your emotional discomfort.

The trick to feeling good is to allow it to happen rather than try to force it. And it’s better not to always set your sights on happiness. Remember that you don’t need to be happy all the time. If you believe that you need to be happy all the time, you are putting undue stress on your psyche. It really isn’t possible, so don’t be so hard on yourself, and learn to enjoy those moments of just feeling okay about the day and your life. Such contentment is highly underrated.

Feeling contented can be difficult for those who believe they should be starring in their own television reality show. If you think that you have to be on top of the world all of the time, you are limiting your life and not giving yourself a chance to take in and relish the simple pleasures that really do give us our greatest inspirations.

Family, friends, and a sense of purpose can make most people happy enough, even in the face of the Great Recession. In fact, those folks who don’t have a loving support structure generally don’t fare as well, as far as mood levels go, even if they have money and are unconcerned with survival issues.

Don’t get me wrong, everyone wants and loves to feel great, and I’m all for it, but I know it can’t be constant, so I believe that being comfortable with contentment is actually a positive thing. I think we need to learn to enjoy the “I’m doing okay” moments because that’s really where we spend most of the time. And it is certainly better than feeling down.

When you take a moment to evaluate how you look at your life, you are being mindful. String enough of those moments together, and you start to give yourself the tools you need to make your life work for you, no matter what. Those who understand that life is a cycle, that nothing is meant to last forever, deal well with their circumstances, regardless of what those circumstances may be. We all know and admire people who have that ability. Sometimes we forget that we have it too.
Building upon the success of its first International Total Cost Management Conference in Dubai, UAE, in November 2012, AACE International announces that Bangkok, Thailand, and Istanbul, Turkey, are the locations of its next two conferences in 2014 and 2015 respectively.

“Our decision to commit to the International Total Cost Management Conference as an annual event in the fall of each year reflects the growing globalization of our association and the practice of total cost management,” commented Immediate Past AACE President Marlene Hyde, CCP EVP. “Currently more than 35% of our membership resides outside of North America and a large portion of our 71% growth in the past eight years stems from the growing international interest in the quality professional resources we offer our members and stakeholders.”

The 2014 International Total Cost Management Conference will be November 12-13, at the Millennium Hilton Bangkok, Thailand. Current plans call for the conference to be a two-day meeting that will commence with an opening plenary session on November 12, featuring a keynote speaker, and then will divide into two tracks of peer-reviewed technical presentations over the balance of the two days. A November 11 welcoming reception is planned as is a networking reception at the conclusion of the first day of programming on November 12. Like with the first ITCM Conference, AACE is also planning to host continuing education seminars on the two days prior to the ITCM Conference, November 10-11, 2014.

Continental breakfasts and lunches will also be offered each day of the conference along with energy breaks in the planned exhibit area. Early registration for the conference will be $695 for members, $795 for non-members until September 30, 2014. After October 1, registration fees will be increased by $100. AACE International organizers anticipate between 200-250 registrants for the Bangkok conference. Registration for the Bangkok conference is available by visiting http://www.aacei.org/mtgs/ITCMC/.

According to Hyde, the Association will release a call for papers following the 2013 AACE Annual Meeting. The ITCMC will use the same peer-reviewed process used for selecting papers for the Association’s highly acclaimed Annual Meeting. Hyde indicated that the ITCM committee is selecting a keynote speaker. Tentative plans were to be able to announce the keynote by the recent 013 Annual Meeting in Washington, DC.

The Millennium Hilton Bangkok is a stunning new ultra-contemporary hotel perched high over the sweeping majesty of the Chao Phraya River. With picture-perfect river views from every room, innovative restaurants and a refreshingly bright and modern spa, it is no surprise that Millennium Hilton Bangkok has been recognized as one of Asia Pacific’s best new business hotels by readers of Business Traveler. Registrants will receive a $150 (US) per night room rate.

According to AACE International, optional edu-
AACE International is under negotiations for hosting its 2015 International Total Cost Management Conference in the early November timeframe in Istanbul, Turkey. AACE International plans for the conference to be held annually in the late October/early November time frame and will be selecting venues designed to support its expanded global membership.

For more information or to register for AACE International’s International Total Cost Management Conference visit [www.aacei.org/mtgs/ITCMC/](http://www.aacei.org/mtgs/ITCMC/)

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](http://www.achievelinks.com).

Better yet, activate now before the holiday season and start earning Links today!
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 CCP, CEP, CFCC, EVP, or CCT.*

AACE CAREER CENTER

The AACE Career Center helps streamline your hiring process with unmatched exposure for job listing and, higher quality candidates. Because AACE members are among the most skilled and best trained total cost management professionals in the world, the AACE Career Center offers a highly targeted pool of exceptional talent, which is an asset to your business.

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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/
Cindy was born in the town of Fogo on Fogo Island, Newfoundland, Canada, a small island in the Atlantic Ocean off the north east coast of Newfoundland. She was one of six kids, which included Cindy’s identical twin sister (who also became an engineer). Cindy’s dad was a very hard worker and very industrious. He helped build their home, he cut firewood, caught fish in boats he built himself, picked berries, hunted wildlife, and dug their water well (in addition to working a full time job maintaining communications infrastructure on the island). Cindy’s mom also worked hard to run the household, make clothes, and cook the meals. Cindy believes that it was through observing her parents that she developed the characteristics of determination, innovation and proficiency.

Growing up on an island, and looking out over the ocean as far as the eye could see, gave Cindy a heightened sense of wonder and adventure. She knew there was a huge world out there to explore and experience. So, when in 1979 a major oil reserve (Hibernia) was discovered off the coast of Newfoundland and the provincial Leader at the time prophesied that this discovery would change the way of life for Newfoundlanders, Cindy remembers thinking that she wanted to be a part of this change. This dream was realized in 1991, when, at age 20, Cindy landed her first job working in the oil and gas industry in Newfoundland.

Cindy received a Bachelor’s Degree in Civil Engineering from Memorial University of Newfoundland. She first started working in project controls while studying at the university. Several of her cooperative student work assignments entailed working with the project controls team on the Hibernia Offshore Oil Project in St. John’s, Newfoundland, Canada. It was a $6.0 billion dollar EPCM project with more than 5000 people participating. Cindy enjoyed project controls because it allowed her to get involved in all aspects of the project—not just a limited technical piece. Realization that her work had a direct impact on the outcome of the project was exhilarating!

Cindy has nearly 20 years of experience working in the energy and construction industries. She has provided project controls expertise to oilsands projects in Alberta and offshore oil and gas projects in eastern Canada. Some of these major projects include the Hibernia Offshore Oil Project, Sable Offshore Gas Project, Shell Muskeg River Oil Sands Project, Syncrude UEE 1 Oil Sands Project, ConocoPhilips Surmont 1 SAGD Oil Sands Project, Petro-Canada Fort Hills Oil Sands Project, and more recently, the TOTAL

“Personally, I found AACE to be a welcoming and encouraging environment in which to lead. Today, Chinook-Calgary is the largest AACE section worldwide.”

SOURCE AUGUST 2013 19
Cindy notes that, “...AACE provides a venue for women managers to meet other women managers. It’s energizing to discover that you are not the only woman changing the face of management in the engineering and construction industries.”

Joslyn North Mine Project. Cindy has also applied her project controls knowledge to wind power projects in Canada including the Suncor Wintering Hills Wind Power Project and the NextEra Ghost Pine Wind Power Project (both in the southeastern Alberta).

Currently, Cindy is the Corporate Project Controls Manager for Hatch Ltd. in Calgary, Alberta, Canada. She is responsible for implementing project controls on all projects in the office and ensuring that the appropriate resources are assigned. In addition to her Civil Engineering degree, Cindy completed the CREST Leadership Certificate Program and is currently working on her Masters in Leadership (MCL) through the Canadian Graduate School of Ministry. Cindy also became a Certified Cost Engineering Consultant (CCEC) in August of last year.

Over the years, Cindy has had many mentors and colleagues who have encouraged her career development. Strategically, she has chosen positions and companies where she could learn, grow and contribute. Cindy excels at asking lots of questions and continues to absorb the knowledge and experiences of others. She has always felt that there is no challenge too large or too complex, and attributes much of her life’s success to this deep-seated belief.

Early in her career, Cindy became a member of AACE International and joined the Board of Directors of the Chinook-Calgary Section. She made it a priority to attend the technical dinner meetings and workshops hosted by the section: “Through my participation in AACE, I developed relationships with other project controls professionals in Calgary and around North America. This network of new friends and mentors have encouraged and helped me throughout my career.” One of the most rewarding positions Cindy held on the Chinook-Calgary board was that of President. Cindy says: “Although the prospect of being president was a little unnerving, it gave me a tremendous opportunity to hone my management skills while contributing to the growth and success of the section. Personally, I found AACE to be a welcoming and encouraging environment in which to lead. Today, Chinook-Calgary is the largest AACE section worldwide.”

In 2006 Cindy attended her first AACE Annual Meeting in Las Vegas. She was amazed to find so many people in one room who shared the same passion for project controls. Cindy gained a new respect for the profession and felt honored to be a part of the community. Attending the presentations was extremely informative and Cindy came away more knowledgeable and more aware of current developments and challenges facing the project controls community. The event also provided the opportunity to network with other women specialists to discuss viewpoints and workplace matters. While observing that women are still a minority in senior management roles of engineering and construction companies, Cindy notes that, “…AACE provides a venue for women managers to meet other women managers. It’s energizing to discover that you are not the only woman changing the face of management in the engineering and construction industries.”

In conclusion, Cindy believes that while it’s not easy, one can get pretty close to ‘having it all’. She has a great career, loving husband, two beautiful children, financial freedom, and supportive friends and family. For her, the recipe has been: “…knowing what you want, being committed, and surrounding yourself with generous talented people who truly want to see others succeed.”

Since interviewing Cindy, her dad, George Strickland, passed away (1930-2012). Cindy dedicates this article to him. “Thank you dad.”

Betsy Moriarty is the 2013 second quarter winner of the AACE Member-Get-A-Member campaign for recommending AACE membership to Zachary Steiner. Betsy, who works in the Minneapolis, Minnesota office of the Kenrich Group, had her name drawn at random from the pool of AACE members who recommended membership to a colleague during the second quarter of 2013. As a result, she has been awarded a $250 gift card to Land’s End where she can select her prize from a large assortment of clothing or other products.

Medhat ElAlaily was selected March 31 as the first quarter winner of a $250 gift card to Land’s End for recommending Thomas Carolan to become a member of AACE International. When informed that his name was chosen in the random drawing, Medhat replied that he has been a member since 2008, and is currently a section officer in the Houston Gulf Coast Section. As such, he feels a responsibility to tell his colleagues about AACE.

You, too, as an AACE member can enter the contest by recommending AACE membership to a colleague. Just make sure that they list your name as recommender on their application. Each quarter, AACE draws at random one winner from the names submitted by new members. And, of course, the more new members you recommend, the greater your chance to win.

In addition to quarterly winners, at the end of the year AACE will select a grand prize winner who will receive an all-expense paid trip to the 2014 Annual Meeting in New Orleans. This winner will be drawn from all of those who recommended AACE membership during the year.
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Submit your abstract by August 31, 2013
Submit your paper by January 31, 2014
Submit your presentation slides by March 31, 2014
Register for the Annual Meeting by May 31, 2014
Ghulam Mujtaba Shaikh has been working in the industry for the last 13 years and has extensive experience in project/construction management, supervision of construction operations, project controls, estimation, computer-aided tools, contracts, and claims. He graduated in civil engineering from NED University in Karachi, and has a masters of science in project management from University of California, Berkeley. He is a registered Professional Engineer in California and Pakistan, and a Project Management Professional (PMP).

Ghulam Mujtaba’s expertise spans all project phases—concept, pre-construction, construction, commissioning, and close-out. He has been involved in several large, complex, and award-winning projects in transit, transportation, buildings, and infrastructure in the US, UAE, and more recently in Pakistan and Saudi Arabia. He has also taught at NED University, University of California, Berkeley and University of California, Los Angeles. A recipient of the President of Pakistan’s Award for Excellence in Education, Ghulam Mujtaba is a known speaker in the professional community and has numerous publications to his credit. He has spoken at several conferences and served on boards of professional and volunteer organizations.

Ghulam Mujtaba currently works for Halcrow (a CH2M Hill Company) in Pakistan, and leads the Construction, PM/CM, and Contracts unit. He is facilitating the team growth as the company undertakes several major projects across Pakistan. He also gives his expertise for the transportation, transit, and infrastructure projects on global delivery assignments particularly in the Middle East. In this regard, he is actively working to expand and improve project controls tools, for not only his team in Pakistan but also across the region in Middle East and Africa.

Ghulam Mujtaba says, “Schedule and cost are the two most powerful and quantitative ways to determine the success of a project.” He recalls his participation in the AACE Annual Meeting was a truly rewarding experience. I was impressed by the experience of meeting professionals from all over the world and enjoyed opportunities to socialize with peers and build networks. The technical sessions are a great opportunity to learn the latest findings in industry.
experiences over several large-scale projects where he worked on baseline schedule development, schedule updates, direct and indirect time impacts, negotiations of changes and claims, and project financial controls. He says, “This experience has put project controls at the foundation of my career and helped me develop necessary expertise. The best part of this is to synergize engineering disciplines; solve problems; meet client expectations; and finish projects on budget and within schedule.”

Ghulam Mujtaba has been fascinated by the impact of the large-scale projects which make a difference in the world and affect millions. This career has offered him several of such opportunities and continues to attract him to this profession. He attributes his success to his mentors at work—his supervisors and colleagues. For professional networking and AACE, he credits Julie Owen of LA Metro, who is an inspiration for not only him but also several others. He says, “the value of a mentor is very important in one’s career and one must get involved in the AACE Mentoring program.”

Ghulam Mujtaba joined AACE in 2006, and served Southern California Section in several capacities. He attended his first Annual Meeting in Seattle, Washington, in 2009, as he was invited to collect the top President’s Circle Award for his Section as its president. About the Annual Meeting, he says, “Participation in the AACE Annual Meeting was a truly rewarding experience. I was impressed by the experience of meeting professionals from all over the world and enjoyed opportunities to socialize with peers and build net-work. The technical sessions are a great opportunity to learn the latest findings in industry.” He was fortunate to attend again the Atlanta Annual Meeting, where he presented also.

During the Seattle Annual Meeting, he also attended the Young Professionals roundtable to identify the ways to attract young and diversified members. The meeting became the driving force in creation of the Young Professionals and Mentoring Advisory Committees, and also spurred the first Leadership Conference in Houston in 2010, which he attended in person. The event gathered the leaders in the industry and provided them tools to grow.

Since his move to Karachi, Pakistan, in 2011, Ghulam Mujtaba has been working to revive the Pakistan Section. He also participated and presented at the first International Total Cost Management Conference in November 2012, in Dubai, not far from Karachi. He looks forward to participating in this conference in the future and believes it is critical to the growth of his professional network in the Middle East and South Asia regions.

Ghulam Mujtaba says, “AACE is a single platform that provides plentiful opportunities to improve one’s knowledge, tap resources, and build a strong professional network among project controls professionals.” He urges professionals to take advantage of the several certifications as they are widely recognized. He credits his success to the mentors who challenged him and gave him the opportunity to grow. He welcomes others to follow these footsteps and take advantage of the opportunities that are available through AACE.

**ICEC 2014 World Congress Issues Call for Papers**

The 9th ICEC World Congress will be in Milano, Italy, Oct. 20-22, 2014. Papers submitted for presentation shall be given priority according to the following topics:

- TCM profession and its characteristics, good practices, standards, organization and development;
- Body of knowledge and relevant competences enriched by practices that can enable the use of disciplines in their application on the real situations (projects and processes);
- Education on TCM and competence centers: new training processes (tutoring and coaching, working senior and junior peoples together side by side, etc.);
- Certification intended either to individuals either to companies;
- Methodologies and Quantitative methods to support TCM;
- ICT to support TCM practices;
- TCM as a way to increase accountability and transparency in the enterprise management
- Experiences of TCM use in the project based enterprises and organizations (Public Administration);
- Professional Roles in project based enterprises and organizations; and,
- Glossary and semantics.

The abstract submission deadline is Oct. 31, 2013. Authors will be notified of acceptance by Nov. 30, 2013. When submitting an abstract, please list your full name, full address, telephone and fax numbers and e-mail address. The abstracts will be reviewed by an International Scientific Committee, composed by internationally recognized experts from industries, academies, ICEC and other professional association members.

**Important Deadlines**

- October 31st, 2013—Submission of abstract
- November 30th, 2013—Notification of abstract acceptance
- February 28th, 2014—Submission of draft paper
- April 30th, 2014—Notification of paper acceptance with comments of the revisers
- May 31st, 2014—Submission of final paper

Abstracts must be sent by e-mail as attachments to the ICEC 2014 Congress Scientific Secretariat: icec2014@aice-it.org
Authors of accepted abstracts will be invited to present the papers and to assign the copyright to ICEC 2014 for their publication in the proceedings. At least one of the authors must register, attend the congress and present the paper as a condition for publication. For any assistance with abstract submission and further information, please contact Mr. Gianluca di Castri at AICE: icec2014@aice-it.org. For any further information, the congress website will be on-line shortly: www.icec2014.it or www.icec2014.eu.
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.  
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- **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).*
COMP is a comprehensive package of benefits designed to encourage companies to develop the skills of their total cost management employees through AACE membership.

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Although scheduling and estimating practitioners in the Baltimore area enjoyed the camaraderie of the National Capital Section members, the drive to Washington, DC was becoming tiresome. Therefore, in the summer of 2010, section members from the Baltimore area approached Regional Director John Livengood about establishing a local section. Now, the Baltimore Metro Section is an active, healthy section, with over 80 members and several corporate sponsors.

Starting a new section may seem like a daunting task, but we found that it is not as difficult as we anticipated, and the rewards are certainly worth it. We still meet with our NCS friends a few times a year for happy hours and joint meetings.

Tips for Starting or Reactivating a Section

To start a new section, you will need to do the following:

The First Steps: Contact your Regional Director for guidance. Your RD may know of other members in your area who are also interested in starting a local section and can point you to the minimum sections standards. In our case, it was a matter of section revival as the Baltimore Metro Section was active in the past and had become dormant. We found past board members and learned about what challenges the previous board faced.

Don’t Reinvent the Wheel: Check with your Regional Director to see what resources are available to you. Chances are, another section has already encountered your issue and found out a solution. We found the inactive Section’s original constitution and bylaws, so we bypassed that step in the process and moved on to electing officers. Our RD also hosted an initial dinner for us to meet each other and outline a plan moving forward. By the fall of 2010, we conducted our first meeting and elected our board.

Our officers struggled with trying to use the existing bank account remaining from the inactive section, but found it was easier to start over with a new account. For US-based Sections, the process is fairly simple. Again, your RD can help with this, and AACE International is already established as a 501(c)(3) organization.

Challenges: As a revived section, our biggest challenge is holding meetings and attracting members, with only a small budget. We approach this challenge by:

• Making meetings fun and at the same time a learning experience. In addition to the standard topics of scheduling, cost estimating, and earned value reporting software demonstrations, we added social events such as brewery tours, student outreach, and field visits to our program. We also sponsored joint meetings with other construction/project management related organizations, such as CMAA, ASPE, CSI, and PMI.
• Encouraging firms to host so they can market themselves and at the same time defray the section’s cost. We encourage and ask for speakers and companies to host meetings, as well as invite them to advertise on our website.

The Baltimore Metro Section went from “dormant” to being a “Bronze Award-Winner” in a short time span of just two years.
Arizona Section
The Arizona Section met at 11:30 a.m. on April 18, at Kitchell's offices in Phoenix. The speaker was Bryan Bernardo, from Kitchell. He presented on the topic, "Introduction to Lean and the Last Planner System." The session introduced attendees to the principles and techniques of lean, and Bernardo spoke and answered questions on such topics as what makes construction sites unproductive, identifying the seven types of waste, how construction projects are managed in today’s market, what lean construction is and what it is not. He also gave an overview of the components of the Last Planner System.

Bryan Bernardo, LEED AP, is an operations manager at Kitchell, overseeing operations with a focus on lean construction, on job sites throughout Arizona, California, Nevada and Texas, as well as throughout Kitchell’s offices. He has more than 30 years of experience in the construction industry, and is well-versed in both large and small-scale projects. He has supervised concurrent projects exceeding $250 million in construction cost.

Atlanta Area Section
www.aaceiatlanta.com
Atlanta Area Section member Mark Cundiff, PSP, presented, "Construction Scheduling—Practice and Standards in the Real World," at the Tuesday, April 16 section meeting. Mark’s presentation tracked establishing a project schedule based on the project estimate WBS, developing the bid schedule into the project’s baseline schedule, Level 1 through Level 4, developing calendars, weather contingencies, resources, cost, etc.

Having discussed the development of the baseline schedule, the presentation moved on to “Updates” and “Revisions” to the baseline schedule, discussing the use of fragnets, changes to duration and sequence, the use of “Time Impact Analysis” and a discussion of common methods of “manipulating” a project schedule.

Arizona Section members and guests in attendance were: Bob Stephens, Carl Cathcart, Marina Sominsky, Matt Chappell, Max Shoura, and Matt Guerena.
that should be avoided. He also discussed some alternatives to CPM scheduling that have evolved over the years.

Mark also discussed the difference between prospective (forward looking) scheduling and retrospective (backward looking) scheduling.

Mark currently serves as an officer on the Board of Directors for the Georgia Engineering Foundation (GEF) and as the Scholarship Director of the Atlanta Area Section.

Las Vegas Section

The Las Vegas Section met on Tuesday, April 23, at the Jim Rogers Auto Museum. The meeting kicked off with a social hour at 5:30 p.m., followed by dinner at 6 p.m., and speaker at 6:30 p.m. Mark von Leffern, EVP PSP, gave a presentation on the Primm Solar Project. The presentation was approved for the AACE Annual Meeting in Washington, DC, so attendees got a first look at an Annual Meeting caliber presentation.

In addition, the section voted on amending the Las Vegas Section Constitution and Bylaws during the meeting.

Long Island Section

AACE International in April 2013 approved chartering of the Long Island Section. Welcome this new section to Region 2.

Pakistan Section

Syed Hasan Bunyad, CCP, and Mujtaba Shaikh, PE, attended the AACE International First International Total Cost Management Conference in Dubai, UAE. They enjoyed the event tremendously and benefitted from the professional networking opportunities. Mr. Bunyad and Mr. Shaikh are working together to actively promote AACE International in Pakistan. They have conducted meetings and their efforts have been published in seven separate news sources in Pakistan. They are glad to hear the announcement for the next International Total Cost Management Conference in Bangkok, Thailand in 2014. Mr. Bunyad is Principal of the first quantity surveying company in Pakistan and is committed to spreading the word of AACE International as the Authority for Total Cost Management.

Peru Section

Another recently chartered AACE International Section is the Peru Section. It is the third Latin America section to be chartered within the past few months. It’s charter was approved at the June 30 to July 3 AACE International Annual Meeting in Washington, DC. The section reflects the continued international growth of AACE.
Southern California Section

Natalie Saylor of Saylor Consulting Group presented the first quarter construction cost forecast that examined national, regional, and local economic indicators, labor and material trends, bidding conditions and escalation forecasts for 2013-2014. The section had 26 attend the meeting, including six new guests. This was the last meeting for the section year and those who served as various board members were recognized. The section will convene again in September.

The title of Saylor’s presentation was, “Market Trends 2013, Construction Cost Forecast.” Saylor is the founder and principal of Saylor Consulting Group, an independent third party cost consulting firm specializing in public construction. The firm is currently providing project control services on some of the largest projects in the state, including California High Speed Rail, San Francisco General Hospital, CDCR California Health Care Facility in Stockton, and Sacramento County International Airport Expansion. Her real world experience on current construction projects combined with decades of experience in construction economics research gives her a unique perspective on the current California construction economy and the challenges facing project controls professionals in accurately assessing cost risks. While many firms can provide estimating services, only Saylor has been tracking, indexing and predicting construction costs since 1957. Saylor’s Construction Cost Data publication is also nationally recognized and used by owners, architects, engineers, construction managers and contractors throughout the US.

Upcountry South Carolina Section

May 14, 2013

The AACE Upcountry South Carolina Section completed its 2012-2013 program year on May 14, with a presentation and discussion entitled, “Discovering New Technology,” presented by Doug Findley, CCP CFCC EVP PSP.

Becky Spencer, secretary of the Upcountry Section, kicked off the meeting by announcing the section officers and directors for the 2013-2014 membership year. The leaders for next year are:
Eric Marcantoni, president of Upcountry Section, kicked off the meeting by introducing two new members who recently joined the section, Firas Aldamook and Michele Pulliam. Approximately five new members have joined the section over the last three months and section members are excited to see this increase in membership.

Marcantoni announced that the section voted for new officers and board members in May. He encouraged the group to become involved. Marcantoni introduced the guest speaker, Jeff Bannister, CEP. Bannister is an estimating director and has been with Fluor for 10 years. He has over 30 years' experience in the engineering and construction industry. While working internationally in Canada and Mongolia, he has experienced several cultural differences and was willing to share these with the section and those in attendance.

His presentation was titled, “Cultural Intelligence.” He opened the discussion by giving a definition of cultural as consisting of shared mental programs that condition an individual’s responses.

ITER Itinerary

The heaviest components of the ITER machine will be shipped to the nearest Mediterranean port and then transported along 104 kilometers of specially modified road, known as the ITER Itinerary. The heaviest component will weight approximately 900 tons, including the transport vehicle; the largest will be about four stories, or 10.6 meters high. Other components will measure 9 meters wide and 61 meters long.

Findley concluded this exciting and one of a kind presentation, and Spencer presented him with a plaque certificate in appreciation of his time and informative presentation.

April 9, 2013

The Upcountry Section met on April 9, for a tour of the Sealed Air Cryovac Manufacturing Plant in Simpsonville, SC. Sealed Air produces bubble wrap, shrink packaging and food packaging products. The Simpsonville facility, built in 1955, is the largest food packaging facility in the world. It has over 34 acres under a single roof. Underneath this large roof are several separate mini-factories specialized to meet specific industries, like the chicken packaging section. It was a very interesting and informative tour.

Upcountry Section Member, Donald F. McDonald, Jr., PE CCP PSP, was elected to the AACE Board as the Vice President-Technical/Education/Certification (TEC). With the approval of the constitution and bylaws changes that will take effect in 2014-2015, McDonald will serve one-year before the position of Vice President-TEC, is discontinued in favor of having direct representation by the associate Technical, Education, and Certification Boards on the AACE Board of Directors.

The AACE Upcountry South Carolina Section was also very pleased to announce that Suraj Goverdhanam, a Civil Engineering student at Clemson University, in SC, has been awarded a $1,500 joint scholarship from AACE International and the Upcountry Section. Samuel Parnell, a Construction Science and Management student at Clemson University, has been awarded a $500 joint scholarship from AACE International and the Upcountry Section.

March 19, 2013

The AACE Upcountry South Carolina Section monthly meeting was on Tuesday, March 19, at the Jacobs Engineering office in Greenville. There were 15 attendees representing seven different companies.

Eric Marcantoni, president of Upcountry Section, kicked off the meeting by introducing two new members who recently join the section, Firas Aldamook and Michele Pulliam. Approximately five new members have joined the section over the last three months and section members are excited to see this increase in membership.

Marcantoni announced that the section voted for new officers and board members in May. He encouraged the group to become involved. Marcantoni introduced the guest speaker, Jeff Bannister, CEP. Bannister is an estimating director and has been with Fluor for 10 years. He has over 30 years’ experience in the engineering and construction industry. While working internationally in Canada and Mongolia, he has experienced several cultural differences and was willing to share these with the section and those in attendance.

His presentation was titled, “Cultural Intelligence.” He opened the discussion by giving a definition of cultural as consisting of shared mental programs that condition an individual’s responses.
to their environment.” Cultural differences are experienced in the US since many of us come from different backgrounds/cultures or are exposed to client’s who have a different cultural background. Therefore, you don’t need to travel to a different country to be exposed to cultural differences.

What is Cultural Intelligence?

- Being skilled and flexible about understanding a culture.
- Learning more about the culture with your interactions.
- Using this knowledge to gradually reshape your feelings about different cultures. And,
- Change your behavior to be more skilled and appropriate when interacting with different cultures.

Cultural Intelligence is a learned and required skill that no one is born with. You have to work for it!

Why Cultural Intelligence?

- Being able to understand the behaviors of others who are culturally different.
- Recognize when your own cultural background is influencing your behavior.
- To not feel threatened or uneasy when interacting with culturally different people. And,
- Learning to adjust to living and working in another culture.

Four Dimensions of Cultural Intelligence

- Drive (motivation to learn about different cultures)
- Knowledge (learn about a country, region or ethnic group’s history and past events)
- Strategy (awareness, planning and checking. Continue to check your strategy for desired results!)
- Actions (verbal and non-verbal actions, being able to think on your feet in difficult situations).

Bannister gave the group a lot of interesting facts about cultural differences. Some examples of culture difference discussed were: showing the bottom of your feet or the soles of your shoes to someone in the Middle East is considered being rude. Also, in some cultures, wearing shoes inside someone’s house is also considered rude. In Japan, when given a business card, it is considered rude to take their card and place it in your back pocket. You should carefully read the front and back of the card. Be careful if you are
mimicking bowing in Japan because it could also be offensive to the Japanese. This is because there are different levels of bows. Using slang in business meetings could confuse non-native English speakers. An example of slang usage would be to say something is like, “beating a dead horse.”

Bannister expressed that one doesn’t need to 100% fully understand other cultures, but one should be aware and cautious. Cultural intelligence is a continuous learning process!

The conclusion of the presentation was followed by a lively discussion among the group. Firas Aldamook, Doug Findley, John Madonna, Mark Spencer and Stan Ellzey, shared their own personal culture stories. It was interesting listening to their stories about their culture encounters. Marcantoni presented Bannister a plaque certificate in appreciation of his time and informative presentation.

February 12, 2012

The February 12 evening meeting of the Upcountry South Carolina Section was an insightful night. The meeting was at Jacob’s engineering office in Greenville, SC. There were 18 attendees representing seven different companies. Eric Marcantoni, President of Upcountry Section, introduced our speaker, Marlene Hyde, Past President of AACE International. Hyde works for CH2M Hill and is also an independent consultant on Department of Homeland Security and DOE contracts. She has over 35 years’ experience in project and construction management, cost engineering, scheduling and project controls.

Hyde opened the presentation with a brief discussion on the background and formation of AACE International which was founded in 1956. As of today, AACE has a total of nine regions with four being international. The international regions comprise 40% of the total membership. Hyde believes the mentoring program has also made an impact on the increased membership. She also attributes growth to having diverse task force groups, such as the Women in Project Controls and the Young Professional’s Taskforce.

Hyde identified recent achievements of AACE including:

1. Online learning center launched September 2012.
2. Three seminars in a box are currently available to all sections.
3. The DRMP exam is expected to be released in 2013.
4. New Source bimonthly digital publication focuses on association activities. The Source is published in even numbered months, while the cost journal is published in the odd numbered months. This gives members a total of six issues of Source magazine and six issues of the Cost Engineering journal.

Hyde also discussed AACE goals for 2013. These include the following.

- Emphasis on webinars (First webinar was broadcasted February 21, and the next webinar was on March 21).
- International emphasis (Growing Task Forces). And,
- Rolling out estimating and DRMP study guides.

Hyde concluded the presentation by asking for feedback from the attendees. This concluded the presentation and Eric Marcantoni presented Marlene a plaque certificate in appreciation of her time and informative presentation.

October 9, 2012

The Upcountry South Carolina Section met on Tuesday, October 9, 2012 at the Jacobs Engineering office in Greenville. There were 16 attendees representing eight different companies.

Eric Marcantoni introduced our speakers from GE Power & Water’s Thermal Engineering Division, Bert Stuck and Gayle Goetz. Mr. Stuck is General Manager of Components and Development Test for GE Power & Water’s Thermal Engineering Division. He is a graduate of Virginia Tech and has over 30 years with GE. He is currently the leader of GE Power & Water’s largest laboratory and field test team responsible for test facilities and engineering testing in the US, Europe and Asia. His team focuses developing test facilities and technology aimed at acquiring critical design information to support the development of new products such as combined cycle power plants and wind turbines.

Ms. Goetz is Manager of Facilities & Instrumentation Technology for GE Power and Water’s Component and Development Test. She received her BS in Mechanical Engineering from Ohio State University. She has over 20 years with GE, and currently manages a team of engineers responsible for test facility development, modification and upgrade in the US, Europe and Asia, as well as technology development for all Power and Water test programs.

Mr. Stuck opened the presentation with a brief discussion on the team of 145 professional testers who support GE Power & Water products. GE has labs located in US, France, India and China. Bert stated there are 50 testing facilities around the world and over 100 labs.

GE primary supports testing of the following:

- Power plant components and systems;
- Wind turbines;
- High voltage power conversion equipment (current project located in Salem, Virginia); and,
- Aero thermal and mechanical capabilities.

Stuck gave attendees a lot of interesting facts about their testing facility located in Greenville. According to Stuck, GE’s largest investment is in testing. He expects this investment to exceed over $200 million. The Greenville facility has over 100,000 sqft of testing area, and a three story office building with 600 engineers. However, the Greenville and Salem Virginia facilities are over 50 years old which can bring forth challenges during an expansion.

Ms. Goetz spoke more in depth of the testing process and their full speed full load facility. According to Goetz, turndown is very important to them because they may have to test a very large component one day and test a very small component the following day. She mentioned sometimes they build skids to accommodate the transition.

She gave the group some impressive facts on their gas turbine facility including:

- it took 153 concrete trucks to pour the floor;
- the facility consumes 9,000 gallons of cooling water every minute;
- the facility has a 58 megawatt motor;
- the facility operates at night from 6pm – 6am because it consumes too much power and other parts of the plant can’t operate;
- it took approximately 18-24 months to build; and,
• it allows testing on site before it arrives to the customer.

Lessons learned throughout her experience and career at GE include the following.

• design memos are needed in advance;
• a test plan is required before testing starts;
• don’t rely on design drawings for floor layout; and,
• used equipment is never free.

This concluded their presentation and Eric Marcantoni presented a plaque certificate to both speakers thanking them for their time and informative presentation.

Syed Hasan Bunyad, CCP, and Mujtaba Shaikh, PE, attended the AACE International First International Total Cost Management Conference in Dubai, UAE. They enjoyed the event tremendously and benefitted from the professional networking opportunities. Mr. Bunyad and Mr. Shaikh are working together to actively promote AACE International in Pakistan. They have conducted meetings and their efforts have been published in seven separate news sources in Pakistan. They are glad to hear the announcement for the next International Total Cost Management Conference being held in Bangkok, Thailand in 2014. Mr. Bunyad is Principal of the first quantity surveying company in Pakistan and is committed to spreading the word of AACE International as the Authority for Total Cost Management. Mr. Bunyad, above left, and Mr. Shaikh, third from the left, are shown with AACE Vice President-Regions, Julie Owen, CCP PSP, second from left, and Past AACE Director, Region 7, Philips Tharakan Mulackal, CCP EVP, at the right.
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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The Total Cost Management Framework
John K. Hollmann, PE CCP, Editor, 2012
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www.aacei.org

1265 Suncrest Towne Centre Dr
Morgantown, WV 26505-1876
800.858.COST
fax - 304.291.5728
**AUGUST 2013**

2 *International Cost Engineering Symposium, Instituto Brasileiro de Engenharia de Custos (IBEC), To Be Determined Rio de Janeiro, Brasil*

Contact: www.ibec.org.br
www.icoste.org

20 *StormCon Conference and Exposition, The Stormwater Equipment Manufacturers Association, Sheraton Myrtle Beach Convention Center Hotel Myrtle Beach, SC*

Contact: www.stormwaterassociation.com

**SEPTEMBER 2013**

2 *Annual Conference - Cost Matters, Society for Cost Analysis and Forecasting (SCAF), BWAQ Center Bristol, UK*

Contact: www.scaf.org.uk

30 - October 3

*World Congress on Project Management, The International Project Management Association (IPMA) with the International Cost Engineering Council (ICEC) Valamar Resort Dubrovnik, Croatia*

Contact: www.ipma2013.hr/

**OCTOBER 2013**

10 *Managing the Dynamic Process of Alternative Project Delivery Procurement & Execution, Construction Management Association of America (CMAA) Southern California Chapter The Grand Conference Center Long Beach, CA*

Contact: www.cmaasc.org

21-22 *12th Inalco, International Aluminum Conference,INALCO 2013 Palais des congrès de Montréal Montréal, Québec, Canada*

Contact: www.inalco2013.com

25 *LEED Green Associate Exam Training, Construction Management Association of America (CMAA) Southern California Chapter The Grand Conference Center Long Beach, CA*

Contact: www.cmaasc.org

**FEBRUARY 2014**

26-28 *2014 Int’l Roofing Expo, Hanley Wood Exhibitions Mandalay Bay Convention Center Las Vegas, NV*

Contact: info@theroofingexpo.com
www.theroofingexpo.com

**JUNE 2014**

15-18 *AACE International’s 2014 Annual Meeting, AACE International Sheraton New Orleans Hotel New Orleans, LA*

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info@aacei.org
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