CMAA SOPs and CII Best Practices Come Together

Evolving Partnering

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A high level team from both organizations has been working to harmonize CII’s Best Practices with the CM SOP. Among the results will be recognition of the CCM among some of the world’s largest owner organizations.

8 Top 10 Tips For Effective Information Management
Many organizations still struggle to connect their people with their information. Here are 10 practical tips to break down the barriers.

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Project Achievement Awards Now Open

Cover photo and above photos: White Tank Branch Library and Nature Center, Waddell, AZ, 2011 Project Achievement Award winner. Owner: Maricopa County Library District, with CM by the joint venture of Mortenson Construction and DWL Architects and Planners.

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MWH Constructors…proven expertise, proven performance, proven leadership. With a commitment that goes above and beyond expectations, MWH Constructors has received numerous awards and commendations for superior performance in project delivery, sustainability, partnering and safety. Our track record exemplifies our performance.

STRATEGIC SERVICES:
CM-AT-RISK
CONSTRUCTION MANAGEMENT
DESIGN-BUILD

TRACK.Record
Strange Situation: The Difficulty of Leadership Development

Professors Bill Badger and Avi Wiezel of Arizona State University have gathered extensive data on the traits that make a “good boss” or a “bad boss.” Among their findings: Of all the dozens of traits people identify as qualities of a good boss, more than 90 percent reflect leadership rather than technical or management skills.

Further, as a person moves up in an organization, the mix of technical ability, “people” skills and leadership changes, with leadership becoming more and more critical. Leadership is often thought of as an attribute of middle to upper management, but the fact is, people can and should learn leadership skills throughout their careers.

Later this spring, CMAA will launch a special series of webinars entitled “The DNA of Leadership” presented by Profs. Badger and Wiezel. The 10-hour program will consist of six online sessions between June and late September, leading up to a four-hour in-person session at the National Conference in October.

This program is a strong CMAA response to what I believe is one of the most serious challenges facing our profession, the leadership gap in capital construction. Owners are demanding more effective leadership for their projects and programs, and CMs are ideally positioned to deliver it. But are we really prepared, with the skills we need?

The webinar leaders begin by noting that learning leadership is like learning a language. First, you need to remember words. Second, you must become familiar with the rules of the language: its grammar and syntax. Finally, you need to practice continually through speaking and reading.

“The DNA of Leadership” will deliver these basics: the vocabulary, rules, and practice strategies. Participants will begin with a realistic self-assessment, based on the key factors that determine success in leadership development, including:

- You have to want to improve your leadership skills.
- You have to want to change your current behavior.
- You need to learn or relearn some basics.
- You need the energy to implement the learned skills daily.
- You need to develop the judgment to determine what works for you.
- You need to buy into lifelong education.

Every person’s leadership style is different, based on the particular leadership principles, experiences or other wisdoms to which that person relates best. We can’t copy someone else’s leadership style, but must each develop our own.

There are fundamentals common to all successful styles, however, and “The DNA of Leadership” will help you understand and master these building blocks and develop the skills you (and our profession) need.

I encourage you to sign up for this program, I know that I will be attending.
CMSOP and CII Best Practices Come Together:
Integration Means Better Projects and a Big Boost for the CCM!

By John McKeon
For nearly a year, a joint working group of CMAA and the Construction Industry Institute was engaged comparing the CM Standards of Practice with CII’s Best Practices to determine how the Best Practices could be integrated into the scope of questions included in the examination that leads to the Certified Construction Manager credential. This past November CMAA’s Board of Directors unanimously voted to add a key CII publication to the CMAA Construction Management Body of Knowledge (CMBOK).

CMCI, in compliance with requirements of its ANSI accreditation, is determining the timing and extent to which the CCM examination will include questions that measure the candidate’s knowledge of CII Best Practices. Later in 2012 CMAA the CII Best Practices content will be incorporated into both instructor led and online training related to CMAA’s CMBOK.

What does this integration mean to the profession?

Endorsement of the CCM credential by CII, whose membership includes a large number of global owner and contractor organizations, will accelerate the pace of the credential’s acceptance both throughout the domestic owner community and worldwide. Two top CII leaders—Glenn Doran of ConocoPhillips—CII’s current Chairman—and Glenn Gilkey of Fluor—served on the BP/SOP integration team and as the CII member representatives on the CMAA/CII Alliance Leadership. ConocoPhillips has publicly indicated their intent to pursue using the CCM for their construction project management personnel.

The long-term goal, though, is better projects and programs. ”For owners the real value is achieved by requesting that CMs demonstrate knowledge and experience with the CII Best Practices in response to their RFPs,” says Bob Hixon, PE, CCM, FCMAA, Director of Government Services at McDonough Bolyard Peck, a member of the integration team. ”This will help owners identify those firms who stand ready to provide CM services that include the documented Best Practices for delivering consistently high quality construction projects.”

“We are now afforded an expanded Body of Knowledge that utilizes research, data evaluation and years of practical experience.”

Chris Griffith, PE, CCM, Senior Vice President at KCI Technologies, also served on the joint team and notes, ”Simply stated, this process affords our membership a wealth of data-driven construction industry knowledge, i.e., processes and procedures developed and supported by data, that CII has collected and evaluated over many years.

“By embracing the CII Best Practices,” Griffith adds, “our membership will be expected to expand their knowledge base. We are now afforded an expanded Body of Knowledge that utilizes research, data evaluation and years of practical experience.”

Hixon offers a specific example of how the linkage of Best Practices and the SOP will yield significant benefits. “An owner’s project scope of work needs to be coordinated with all stakeholders during the predesign phase to avoid redesign or rework later in the process. CII’s Pre Project Planning Best Practice includes the Project Definition Rating Index (PDRI) to address just that. The PDRI session with all stakeholders present provides a scoring tool that determines if the scope of work has been completely developed, and identifies those areas that must be addressed by the team to have a complete scope ready for construction.”

CII’s library of construction Best Practices is described in the Institute’s Publication IR166-3, CII Best Practice Guide: Improving Project Performance, which has been incorporated into CMAA Body of Knowledge and is now being provided as part of the Study Kit for the Professional Construction Management Course™. The Guide is also available for purchase separately at the CMAA Bookstore.

The alliance between CII and CMAA, using the theme Best Practices — Best Practitioners—also includes a variety of other activities and reciprocal benefits for members of both organizations. Current information is available on the Alliance’s website. CM

John McKeon is Vice President of CMAA. He can be reached at jmckeon@cmaanet.org.
Companies in the construction industry cannot afford to think about information management as an internal process cut off from the company’s supply or value chain processes. The information flow is now a torrent, and each entity touching the project must both share information with partners and consume information shared by them.

However, a major barrier exists that makes information sharing and consumption an inefficient process when many companies must interact for the benefit of a project. And this barrier has stood strong for decades: the technology and process silo. Companies have struggled for years with their own departmental silos, citing the numerous inefficiencies they cause. Many still struggle to connect their people and information internally.

In this project-centric environment, all of these companies (each with their own internal silo issues) are further challenged to share information and processes successfully—project partners need to recognize that the solution won’t come in the form of traditional enterprise software that sits behind one organization’s firewall. They need to establish a framework for optimal management of project information and communication that will fuel supply and value chains. Otherwise, document sharing and collaboration among partners—while ensuring information security, proper user access, and complete tracking and reporting—will remain a barrier to project success.
With that in mind, here are my top 10 tips to encourage effective information management on projects:

**TIP #10: Make existing systems more useful**
Many firms already have an installed, enterprise information management or collaboration software solution and consider the idea of adding an online project-based solution as creating a new layer of complexity. This should not be the case. Make sure that any solution you consider for use on a project is capable of integrating with your internal system. By doing so, you can get the best of both worlds. You can continue using your existing processes while ensuring that shared project information will be secure, accurately distributed, and tracked.

The evolution of the construction industry has created more partners and more information shared. While aggressively managing this flow of information is an important way to reduce risk, it can also create a competitive advantage by accelerating project lifecycles and encouraging better project relationships, especially with the project client.

**TIP #9: Avoid version control issues**
Because the goal is managing project documents and correspondence across multiple parties, users at each participating entity must have access to the most current and accurate information in order to eliminate errors and rework. A solution must have clear version control, and users must always know that they are accessing the latest version of a document unless they have specifically asked to see an earlier version.

“While aggressively managing this flow of information is an important way to reduce risk, it can also create a competitive advantage by accelerating project lifecycles and encouraging better project relationships, especially with the project client.”
“An automatically generated, complete digital archive of all project files and communications is the only way to ensure that you have—and can find if necessary—all the information you need to protect your organization.”

**TIP #8: Consider using a platform outside one party’s firewall**

Creating a trusted, multiparty environment where the interests of all participants are equally protected requires a neutral home for all of the information project parties share—including cloud-based platforms—that does not force any participant to compromise its security or permit a breach of its firewall. As long as the this platform employs the latest and greatest information security technologies and processes, it reassures the organization that it can continue to maintain its own information security policies and share specific information outside the firewall without fear of it being compromised.

**TIP #7: Protect your organization by not allowing users to delete data**

Simply put, if users in a shared environment have the ability to delete files, then each participating organization and the projects they work on are at increased legal risk. Crude and cumbersome controls (such as FTP) typically provide too much or too little access, eventually leading to the solution being underutilized or abused.

**TIP #6: Make sure you can access, track, and report in real time, from anywhere**

Nothing creates FUD (fear, uncertainty, doubt) in information sharing faster than not being able to track the status of current files. Who was the last one to access a document? When were the changes made? Who was notified of availability of a new version? Status reports for any package or document should be available on-demand, and status should be searchable across multiple packages. Access to real-time graphical reports is the easiest way to track the progress of packages and documents. Whether you’re exporting data or using pre-built or customized templates, you should be able to easily create the reports you need in seconds without calling IT. And you shouldn’t need a license installed on your computer to get access.

**TIP #5: Provide each party with a private, customizable workspace**

With users from multiple parties accessing, retrieving and managing project information anytime, from anywhere, it is imperative that each organization has a private, customizable workspace where they can view tasks to be completed, outstanding items that others owe, and an easily-searchable document register with adjustable access rights.

**TIP #4: Distribute information easily**

The project information solution must replicate across all organizations a critical feature of enterprise-based document management solutions: a clear, simple distribution workflow that ensures that once a file has been transmitted, all intended recipients have immediate access to it. This eliminates the possibility of bounced emails (especially when files are too big) or entering the wrong email address, or forgetting to include one person on the list because you’ve filled in the “To” field from memory. When combined with tracking capabilities, it completely eliminates “I didn’t get that drawing” as an excuse for not making progress on a project.

**TIP #3: Ensure reliable search and filter functions**

When you’re dealing with thousands of project files, you’ll waste a lot of time and money if you don’t have a powerful search capability that allows you to pinpoint the exact file you need in seconds. Make sure your solution offers an easy tabulated search engine for simple searches and provides the ability to filter by attributes such as revision number, review status, discipline, and more.

**TIP #2: Archive properly**

Not having projects archived puts your organization at risk of failing to meet legal, compliance and quality-assurance requirements. But if archives are time consuming to create, you may find that your teams aren’t creating them. Backed up email is unreliable and typically incomplete. Hard copy records are expensive to produce, organize and store—and very difficult to search. An automatically generated, complete digital archive of all project files and communications is the only way to ensure that you have—and can find if necessary—all the information you need to protect your organization.
**TIP #1: Manage big data**

According to a McGraw-Hill construction market intelligence report, “The Business Value of BIM: Getting Building Information Modeling to the Bottom Line,” nearly 50 percent of the industry now uses BIM, 20 percent of non-users plan to adopt it within two years, and current BIM users plan significant increases in usage. While this is good news for more effective construction project management, companies must recognize the impact BIM will have on their IT systems when their file servers and email systems are regularly choked by a flood of files 50 MB and greater in size. When you look to deploy a multiparty document management solution, it is absolutely imperative that it is capable of storing and distributing an unlimited number of large files with ease.  

Leigh Jasper co-founded Aconex and is its Chief Executive Officer. He has led the company through a decade of rapid growth, during which it became the world’s largest provider of project collaboration solutions for the construction, energy and resources sectors. He can be reached at ljasper@aconex.com.

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*Fast, Secure, Easy to Use Web-Based Construction Management Application*

- Save time and money while increasing accountability
- Eliminate manual document tracking
- Eliminate paper from the RFI, Submittal, and change order process
- Reduce document review and turn around time
- Locate project information in seconds
Evolving Partnering

By Mark E. Cacamis, P.E., CCM

Partnering needs to evolve to achieve its potential for promoting successful outcomes in the construction industry. It has played an important role since it was first embraced by the Army Corps of Engineers in 1988 and in the two decades since. In Search of Partnering Excellence (1991, Construction Industry Institute) promoted partnering throughout the industry. It has become a mature process and part of the fabric of many construction programs in both the private and public sectors. Partnering is part of evolutionary change in the construction industry.

The construction industry—owners, contractors, and engineers—has gotten great value from partnering. This quarter century of experience has allowed us to identify potential areas for evolving the partnering process. Two avenues are to build the emotional intelligence of participants, and a full stakeholder risk process involving the entire project team.

Construction organizations continually seek to improve their performance in delivering capital projects. For example, Integrated Project Delivery (IPD) exemplifies what can be achieved when parties work toward common goals. These benefits can be achieved in other delivery methods, such as design-bid-build, design-build, agency construction management, and construction manager-general contractor; and by aligning partnering, emotional intelligence, and risk management.

Partnering deals with the values and objectives of the three organizations which together build projects: the contractor, the engineer, and the owner. Partnering promotes improvements in safety, quality, and profitability. It focuses on eliminating or reducing litigation through improving working relationships. In this setting the objectives are to construct a safe, profitable, on time, on budget quality project. But, these goals often go awry when project participants behave in their self-interest to the exclusion of the project’s goals and objectives. People tend to behave in a manner they have found successful in the past, which may not be applicable to current projects and relationships.

Emotional intelligence addresses counterproductive behaviors and the behaviors necessary to grow and succeed in new environments. Full stakeholder risk management deals with the substance of the partnering, what risks the parties are taking, who owns the risk, and how does the risk affect our partnering goals. This is the place where our emotional intelligence and partnering really has, or doesn’t have, an impact on producing an effective, safe, high-quality, successful project.

Moving Towards The Benefits Of Integrated Project Management

The American Institute of Architects defines IPD as an “approach that integrates people, systems, business structures, and practices into a process that collaboratively harnesses the talents and insights of all participants to:

- Optimize project results
- Increase value to the owner
- Reduce waste
- Maximize efficiency through all phases of design, fabrication, and construction.”

The owner must have the authority and flexibility to utilize IPD. This may eliminate it from public sector use where procurement law is based on the principle of open access to government procurements through competitive negotiation and bidding. Many public agencies have minimal prequalification requirements, minimizing the bar to repeat business. Poor performance in the private sector can eliminate repeat business, creating a different environment for cooperation.

Emotional Intelligence

All solutions are people solutions. Why not begin to build the partnering participants prior to partnering? Goleman’s Emotional Intelligence theory provides a pathway. Who are the people that solve complex construction problems, issues, and disputes? What are the characteristics of that person? G. Brent Darnell in his book The People-Profit Connection describes a typical construction person as assertive, independent, aggressive, and capable. But also a person lacking empathy, who may not listen well, makes uni-lateral decisions, and can be blunt and undiplomatic. Michael M. Lombardo and Robert W. Eichinger in the Career Architect Planner would call some of these behaviors career stallers; overly ambitious, arrogant, insensitive to others. Is this the raw material of partnering? If so, how do we evolve our ability to be more effective managers and partners? Both works are excellent tools for improving and growing the behaviors of the partners. Which includes but aren’t limited to; self-awareness, interpersonal skills, flexibility, approachability, caring about and building direct reports, informing, team building, relationships, reading people, and command skills.
Partnering

Partnering:
1. Promotes honest open communication between all parties,
2. Promotes trust, and
3. Promotes agreement on goals and objectives.

It is a good faith process. Partnering can break down when the agreement is rationalized away as a result of some event on the project that is not in one or all of the parties’ self-interest, or when one of the parties’ actions are perceived as bad faith, and that action creates a reciprocal response. Examples include an interpretation of the contract documents that will cost more money than anticipated; cause the project to be delivered over budget or beyond the schedule; or questions the integrity/constructability of the design. When problems arise, partnering opens appropriate lines of communication by moving the issue up the resolution ladder to enhance objectivity, to bring in new perspectives, and to put issues before persons with the authority to negotiate a resolution. Emotional intelligence supports effective partnering when problems arise.

Full Stakeholder Risk Management

With emotionally intelligent construction managers successfully working together to develop a partnering charter we are moving further to realizing that what is best for the project is best for us. To capture the final piece we need to combine these two parts with risk management. But, in a bold way, full stakeholder risk management. This gets to the heart of what we are partnering for, we are partnering to reduce or eliminate the risks to the party’s self-interest; to the contractor, profits, to the owner, on-time, on-budget, quality project delivery; to the engineer a constructible and clearly communicated design; and for all stakeholders a safe construction project with zero recordable accidents. Full stakeholder risk management is the bridge across the chasm that often separates the contracted parties. The contractor believes he clearly understands what the owner wants to buy. The owner believes the contractor fully understands what is being sold. Between these two understandings fall the requests for information, construction directives, change orders, notices of intent to file claims, and posting letter writing campaigns.

Full stakeholder risk management contains risk in and of itself. It requires a high level of trust. Trust built on the understanding that only when the project is successful are the stakeholders successful. Trust is more likely to be created between emotionally intelligent people partnering for the success of a project.

This is a lengthy and man-hour intensive process. The entire project must be reviewed by teams consisting of the contractor, engineer, owner, and other involved parties such as land owners, utilities, police, fire, building officials, permitting agencies etc. The risk management process is neither remarkable nor different for any delivery method. The significant difference is in the participants. They are being asked to identify risks, assess those risks, develop risk mitigation plans, and develop a risk register, and then routinely include the risk analysis in activities prior to, and during those activities, ideally tying the risk items to the schedule.

“Partnering promotes improvements in safety, quality, and profitability. It focuses on eliminating or reducing litigation through improving working relationships.”

The time is well spent. It puts the stakeholders into a collaborative setting where success is dependent on all participants of the project team and is a prelude to a successful project. It creates a setting for planning the project, forming expectations, communicating those expectations, aligning those expectations with each party’s goals and objectives, and defining what success looks like. It is the Accountability Cycle described by Connors and Smith in How Did That Happen. Knowledge is also transferred between the parties making up for the increasing loss of institutional knowledge in the construction and engineering industry as demographics change and newer, younger, and less-experienced people become managers. It gets people talking about solutions and about creating a can-do attitude. Should an event occur that puts the schedule at risk, time is saved by having a plan in place. Even if the plan is not the perfect solution options have been considered, and a pool of solutions created thereby pointing the team on the right path to resolution. Full stakeholder risk management bridges the chasm of different understandings of the contract document.

Conclusion

Improving partnering is on the path to continually improving project delivery. The successful organizations of the future will grow emotionally intelligent individuals who partner to proactively manage project risks.

Emotional Intelligence Individuals + Partnering + Full Stakeholder Risk Management = Improved Project Delivery

Mark Cacamis, PE, CCM, is state construction engineer for the Virginia Department of Transportation. He can be reached at mark.cacamis@vdot.virginia.gov.
Introducing... CMAA Whiteboard

Whiteboards are for writing and erasing, brainstorming, sharing ideas—in short, gathering around a whiteboard builds community.

This spring, CMAA is introducing a new online community for professional CMs called CMAA Whiteboard.

CMAA Whiteboard will offer communities built around shared interests, whether that means international business, government affairs, sustainability or any of the multitude of topics that engage CMAA members. You’ll be able to find other members with similar interests, ask and answer questions, and exchange ideas.

Each online community will have one or more electronic discussion groups, plus a blogging capability and an online document library through which members can share articles, white papers and other content.

As a member of CMAA, you can import news feeds you follow from Twitter, LinkedIn, and other sources, so that Whiteboard can become your portal to all the news you need.

The entire Whiteboard community will have shared blogs, the latest industry news, and CMAA announcements, all displayed in one convenient screen.

What’s more, a new “mobile community” will give you access to Whiteboard through your smart phone. Later in 2012, this mobile capability will also become a vital link to content and functions of the 2012 National Conference & Trade Show, including daily events schedules, exhibitor lists, and more.

Watch for the launch announcement for CMAA Whiteboard in the near future!
The Bridging Institute of America

The Bridging Institute of America, [www.bridginginstitute.org](http://www.bridginginstitute.org), a newly formed non-profit, has been organized by 16 professionals who have dedicated it to providing detailed technical information about the Bridging method of construction project delivery to architects, engineers, construction managers, construction contractors and construction lawyers. CMAA Fellow, George Heery is the first Chairman of the BIA, and CMAA Fellow, Chuck Thomsen was one of the 16 founders and serves on the Institute’s Advisory Board.

Founding Members of the Bridging Institute of America

As of 5 Jan 2012

- Robert M. Bunker, Major General (Ret), U.S. Army Corps of Engineers
- Clarence “Chuck” Burleson, AIA, LEED AP
- George T. Heery, FAIA, RIBA, FCMAA
- S. Shepherd Heery CEO, Brookwood Group
- Alan M. Katz Development Professional
- Kenneth R. Klebanoff, AIA, LEED AP
- Louis N. “Vic” Maloof, FAIA, RIBA, FCMAA
- Joel R. Neel Planner Dir. of Facilities Planning & Capital Projects, Cal Poly
- W. Ennis Parker, AIA, RIBA
- James W. “Bill” Ray, Major General (Ret), U.S. Army Corps of Engineers
- Brinton E. Smith, Architect and Program Manager
- J.J. Suarez, PhD, Civil Engineer CEO, CSA Group
- Charles C. “Chuck” Thiel, Jr., PhD Engineering Sciences Berkeley
- Charles B. “Chuck” Thomsen, FAIA, FCMAA Former CEO, 3DI (now a division of Parsons)
- Janice N. Whittschiebe, AIA, LEED AP, ID+C

Bob Bennett, RABCO and Bill Van Wagenen, Jr., CCM, FCMAA at CH2M Hill represented CMAA in Seoul, Korea at ConsMa 2012 ‘International CM Day’ Celebration. CMAA participated as a major sponsor for the international event where several other organizations also presented.
On Careers: CMAA Headquarters Revved and Ready for 2012

CMAA Career Headquarters, an online resource tool for CMAA members, is receiving much more traffic from seasoned professionals looking for new opportunities in 2012. That’s due in part to the fresh website and new marketing initiatives currently underway.

Originally created as a way to promote entry-level positions in Construction Management, Career HQ is actually bustling with everything from mid-level all the way up to executive or C-level positions. Career HQ is now front and center on CMAA’s website and coupled with new promotions and the ever present need for “pre-qualified” CM job candidates, this tool is being used with more regularity.

In 2011, there were 25 jobs posted ranging from “Project Manager” to “Chief of Construction Management.” In 2011, nearly 300 jobseekers uploaded their resumes or applied for one of the 25 open positions listed. Jobseekers can select descriptors for the types of jobs they are interested in to sort through the jobs. Not surprisingly, the top two descriptors selected are ‘Construction Management’ and ‘Project Management’ followed by ‘Owner Representative’ and ‘CM Executive Management’.

To post your opening or resume, be sure to go to www.cmaanet.org/CareerHQ.

CMAA Radio: P3 and the Great American Arrival

Public-Private Partnerships or “P3s” have been gaining momentum as another viable option for public infrastructure projects. Although developed overseas in Europe and Australia, P3s have been making strides in the states, primarily within transportation projects throughout the country.

However, the first non-transportation P3 in the United States is a major courthouse project in Long Beach, California with Meridiam Infrastructure at the helm. Joseph Aiello, Chief of Business Development and Partner at Meridiam, is the guest for the latest installment of CMAA Radio, and references this notable example and how it will potentially demonstrate to US firms that they too can be successful with these kinds of projects.

“We’re beginning to see a greater acceptance of the P3 as we move forward and are quite hopeful that progress will continue.” Aiello says. One major advantage P3s currently have is the sheer volume of transportation projects currently underway that employ the method. Now more than ever, public officials who previously might not have had access to see P3 in action have the opportunity to visit job sites and see first-hand the benefits that P3s bring to the table including offsetting risk and having one point of contact responsible for the foreseeable lifetime of the project.

“There’s no doubt it’s a growing enterprise. If we look at the model, it’s a better way for getting value for money out of the infrastructure. It provides better tax payer and fee payer protections in terms of the overall performance of the built infrastructure and provides great business opportunities for the A/E/C/ community.” Aiello remarks with regard to the apparent increase in interest for using P3. To listen to the complete interview, be sure to go to www.cmaanet.org/CMAARadio.

Farber, Widom and Krzywicki Poised to Give Keynotes at Owners Leadership Forum

An impressive roster of keynote speakers has been assembled for the 2012 Owners Leadership Forum taking place May 20–22 in Long Beach, California. Opening what is positioned to be CMAA’s most interactive forum yet is Leadership Keynote Steve Farber, President of Extreme Leadership and author of *The Radical Leap: A Personal Lesson in Extreme Leadership*. Farber’s appearance is sponsored by Oracle/Primavera.

Day two finds Forum Luncheon Keynote Chester Widom, FAIA, State Architect of California and Tuesday’s program features a Safety Leadership Keynote by Robert S. Krzywicki, Global Practice Leader, Employee Safety at DuPont Sustainable Solutions.

Steve Farber is dedicated to developing “Extreme Leaders” in the business community. His latest book, *Greater Than Yourself: The Ultimate Lesson In Leadership*, was a *Wall Street Journal* and *USA Today* best-seller. His second book, *The Radical Edge: Stoke Your Business, Amp Your Life, and Change the World*, was hailed as “a playbook for harnessing the power of the human spirit.” And his first book, *The Radical Leap: A Personal Lesson in Extreme Leadership*, is already considered a classic in the leadership field. It received *Fast Company* magazine’s Readers’ Choice Award and was recently named one of the 100 Best Business Books of All Time.

Chester A. Widom was appointed State Architect of California in December of 2011. Widom previously served as Senior Architectural Advisor for the Los Angeles Community College District’s $6.1 Billion construction program. In addition to his leadership of both the national and California American Institute of Architects (AIA), he previously served on the Building and Safety Commission, the City Planning Commission and the Elected Charter Reform Commission for the City of Los Angeles.

Bob Krzywicki is the Global Practice Leader for the DuPont’s Sustainable Solutions, a core employee safety consulting practice. Bob has represented DuPont Company on national committees such as the American National Standards Institute (ANSI) and Construction Industry Institute (CII).

The keynotes compliment a full schedule of 17 topical breakout sessions:

**Building Projects**
- Communication and Management Strategies to Mitigate Risks on Mega Projects
- Does a Sustainable Program Really Benefit the Stakeholders?
- Starting from Scratch: A New Project Delivery Paradigm
- The Real World of IPD: Palomar Medical Center West
- Adjusting Delivery Methods Midstream to Solve an Urgent Need
- Role of the CM in the Design-Build Construction: Amtrak Seattle King Street Rail Yard
- The New Gerald Desmond Bridge at the Port of Long Beach

**Infrastructure Projects**
- Public-Private Partnerships: What You Need to Know
- Breaking New Ground: Learning from the West Coast Water Agencies Benchmarking Forum
- Mitigating and Managing Construction Safety Risks on Large, Complex Programs
- The When, How and Why of Infrastructure and BIM / IPD Construction Delivery
- Northeast Ohio Regional Sewer District Capital Program: You Can Teach Old Dogs New Tricks

**Program Management**
- Design-Build with PM/CM: A Powerful Tool in the Right Hands
- Modern Projects Require Modernized Risk Management
- “Launch” Program Management – Speed & Certainty
- Optioneering: A New Approach to Building Projects
- The Top 10 Steps to Make Your Project (Program) Claims Resistant

The Forum program is led by General Forum Chair Julie Labonte, San Francisco Public Utilities; chair of the Program Management Summit, Gary Cardamone, Port of Long Beach; Chair of Building Projects Summit Stephen Ayers, AIA, Architect of the U.S. Capitol; and Chair of the Infrastructure Projects Summit Kevin Donnelly, New York City Department of Environmental Protection.

For more information on the forum, go to [www.cmaanet.org/OwnersLeadershipForum](http://www.cmaanet.org/OwnersLeadershipForum).
## Owners Leadership Forum Sessions

### BEACON A

**MONDAY**
**9:00 – 10:00**

**Building Projects Owners Panel**

### BEACON B

**MONDAY**
**10:30 – 11:30**

**Public-Private Partnerships: What You Need to Know**

* Mr. Colin Myer – Managing Director – Project Financing, FMI Corporation
* Ms. Michelle M. Anysz – Marketing Manager, Trade Associations, FMI Corporation

**Communication and Management Strategies to Mitigate Risks on Mega Projects**

* Ms. Christine Merdon, PE, CCM – Chief Operating Officer, Architect of the Capitol
* Ms. Anna Franz, AIA, LEED AP – Director of Planning and Project Management, Architect of the Capitol
* Mr. Justin Kieffer – Senior Communications Specialist, Architect of the Capitol

### REGENCY D

**“Launch” Program Management – Speed & Certainty**

* Mr. Randall S. Duncan – Vice President – National Program Management, STV Construction, Inc. (Primary Author)
* Dr. Mary E. Lee, Ph.D. – Executive Director (Retired), Facilities Planning and Development, Los Angeles Community College District
* Mr. Neil Drucker – Program Manager, Bureau of Engineering, City of Los Angeles
* Mr. Robert Kiesling – Executive Director, Facilities Management, Grossmont Union High School District
* Mr. Michael A. Shull – Superintendent, Recreation and Parks, City of Los Angeles
* Dr. Jamillah K. Moore – President, Los Angeles City College

**MONDAY**
**1:45 – 2:45**

**The Real World of IPD: Palomar Medical Center West**

* Mrs. Wendy Cohen – Director, Facilities Construction, Palomar Pomerado Health (Primary Author)
* Ms. Frances Moore, AIA, LEED AP BD+C – Associate Principal, CO Architects
* Mr. Brian Gracz, ASCE, LEED AP – Project Executive, DPR Construction

**Design-Build with PM/CM: A powerful tool in the right hands**

* Ms. Chitra Foster, PE – Southern California Area Manager, CDM Smith – Construction Division (Primary Author)
* Mr. Jack Rattray, PE, PMP – Senior Vice President, Program Management Practice Leader, CDM Smith
* Ms. Doreen Bartoldus, PE, CCM, LEED Green Associate – Associate, Construction Management Services Market Leader, CDM Smith

### REGENCY E

**MONDAY**
**3:15 – 4:15**

**Program Management Owners Private Discussion**

**MONDAY**
**3:15 – 4:15**

**Infrastructure Projects Owners Panel**

**MONDAY**
**3:15 – 4:15**

**Private Discussion**

**MONDAY**
**3:15 – 4:15**

**Infrastructure Projects Service Providers Discussion**

**MONDAY**
**3:15 – 4:15**

**Private Discussion**

**TUESDAY**
**8:45 – 9:45**

**Starting from Scratch: A New Project Delivery Paradigm**

* Ms. Catherine M. Myers, PE – Vice President, I&T Operations, CH2M HILL (Primary Author)

**Starting from Scratch: A New Project Delivery Paradigm**

**TUESDAY**
**8:45 – 9:45**

**Design-Build with PM/CM: A powerful tool in the right hands**

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* Ms. Doreen Bartoldus, PE, CCM, LEED Green Associate – Associate, Construction Management Services Market Leader, CDM Smith

**The When, How and Why of Infrastructure and BIM/IPD Construction Delivery**

* Mr. Adam Minchey, PE, LEED AP – Special Projects Manager, Gwinnett Department of Water Resources (Primary Author)
* Mr. Jim Grum, PE – Program Manager, Jacobs
* Mr. Bob Huie – Project Director, PC Construction
### REGENCY E

**Role of the CM in the Design-Build Construction of the Amtrak Seattle King Street Rail Yard**

- Mr. Dan Radeke – Project Manager, Amtrak (Primary Author)
- Mr. Jack Schwaeager, PE – Resident Engineer/Project Manager, Michael Baker Jr., Inc.
- Mr. Jason Goetz, DBIA, LEED AP – Project Manager, PCL Construction Services, Inc.

### REGENCY F

**NEORSD Capital Program—You Can Teach Old Dogs New Tricks**

- Mr. Douglas Gabriel, CCM – Construction Program Manager, Northeast Ohio Regional Sewer District (Primary Author)
- Mr. Don DeWolfe – Senior Program Manager, CH2M Hill

### REGENCY ABC

**Mitigating and Managing Construction Safety Risks on Large, Complex Programs**

- Ms. Carolyn Jones, MS, CIH – Manager, Health and Safety, San Francisco Public Utilities Commission (Primary Author)
- Mr. Todd B. Bjornsen, MA – Program Construction Safety Manager, AECOM
- Mr. Stephen E. Nash, CSP, ARM, MBA – Regional Safety Manager, AECOM

**An Innovative Approach to the Design Build Procurement Process — The Metro Gold Line Project**

- Mr. Mitch Purcell – Chief Contracting Officer, Metro Gold Line Foothill Extension Construction Authority (Primary Author)
- Mr. Chris Burner – Chief Project Officer, Metro Gold Line Foothill Extension Construction Authority
- Mr. John Skoury – Program Manager/Vice President, Hill International
- Mr. David Richter – President and Chief Operating Officer, Hill International

**Infrastructure Projects Owners Private Discussion**

**Building Projects Service Providers Discussion**

**Program Management Service Providers Discussion**

**Modern Projects Require Modernized Risk Management**

- Mr. Robert Hughes – Client Executive, Ames & Gough (Primary Author)

**Does a Sustainable Program Really Benefit the Stakeholders?**

- Mr. Harrison Staley, CCM – Senior Project Manager, Public Building Commission of Chicago (Primary Author)
- Ms. Deeta Bernstein, LEED AP, BD+C – Sustainable Design Manager, Cotter Consulting, Inc.
- Ms. Laura Ludwig, PE, QCxP – Senior Associate, SSRCx, Inc.

**Breaking New Ground: Learnings from the West Coast Water Agencies Benchmarking Forum**

- Mr. David Ebersold, PMP – Principal in Charge, CDM Smith (Primary Author)

**Optioneering: A New Approach to Building Projects**

- Mr. Andy O’Nan – Director of Business Development, Beck Technology, Ltd. (Primary Author)

**The new Gerald Desmond Bridge at the Port of Long Beach**

- Mr. Bruce Rich, PE, CCM, LEED AP – Area Manager, Parsons Brinckerhoff; Area Manager, Parsons Brinckerhoff (Primary Author)
- Mr. James Ruddell – Vice President, Parsons Brinckerhoff
- Mr. Gary Cardamone – Director of Construction Management, Port of Long Beach
Professional Construction Management Course™ Trains its Trainers

Following a launch in late January hosted by Parsons at their Pasadena headquarters, a class of 11 members completed training in anticipation of the first public Professional Construction Management Course™ in New York City and other pending opportunities for in-house programs for several major owners. The first session’s class included principally practitioners who have taught CMAA’s Standards of Practice Course previously.

The one-day intensive experience was set up in two parts: a benchmarking trial presentation where trainers could first showcase their normal teaching skills and a second presentation after feedback and recommendations were given to show how each participant progressed. All presentations were recorded and a complete evaluation was provided to each participant along with their recorded presentations.

Thomas P. Quaranta, FCMAA, Vice President of Program & Construction Management Practice at AECOM attended the training and said, “The content of the program was outstanding and was very well presented...[because] constructive feedback was given to all those that did trial presentations.”

However, participation in the training will not necessarily give these trainees an automatic pass as a qualified instructor. The evaluations along with observations and recommendations from the training presenter will determine when the practitioners may step up to present the Professional Construction Management Course™.

Christopher J. Griffith, PE, CCM Executive Vice President for Construction Management at KCI Technologies notes, “I really thought the Train the Trainer course was on target and well presented. However, it is not a course that will convert the inexperienced public speaker/presenter into a well-polished trainer. It is designed to hone the skills of the experienced presenter and [provide feedback to] keep a class engaged.” Indeed, although the new training course is not a “magic bullet” it is a significant step in the right direction to ensure that the experience and the outcome of the training delivered are beneficial for the student and the CMAA members filling this valuable role.

Train the Trainer courses are planned including a session immediately following the conclusion of the 2012 Owners Leadership Forum in Long Beach. Those who go through the training and successfully go through the internal evaluation process will become a part of the inaugural class of up to 35 Professional Construction Management Course™ “qualified” trainers. Those attending the Train the Trainer session have been nominated by regional chapters and selected from instructors currently teaching CMAA courses. Qualified instructors will be added to a national roster maintained by CMAA's Professional Development Department. For more information about becoming a CMAA trainer or to learn more about our Professional Construction Management Course™ contact Dennis Doran at ddoran@cmaanet.org.

Don’t Forget Your 2012 Member Survey!

You have recently received an invitation to complete a member survey for CMAA. Your input is vital to help keep your Association focused on your needs and priorities. If you’ve already completed it, thanks! And if not, please share your opinions with us today!
Meet the Megas: CMAA Mega Membership Continues to Flourish

Since launching in January 2011, CMAA's Mega Membership category has picked up popularity both for its value and status. At the moment, AECOM, ARCADIS, HDR, Heery International, Hill International, HNTB Corporation, Jacobs, Parsons, Parsons Brinkerhoff and URS Corporation are all enjoying the perks of being a Mega, as is the U.S. Department of Veteran Affairs, the category’s first Owner organization. When comparing the short list to ENR’s Top 100 Design-Build Firms, 30 percent of CMAA's Mega membership is represented.

Benefits of this growing category are abundant. Each Mega is allotted an unlimited number of employees eligible to be added to their CMAA membership providing those employees with a variety of “members only” benefits such as discounted professional development rates and networking opportunities at national events. A key benefit of Mega membership is the opportunity to disseminate CMAA’s full Body of Knowledge throughout the member’s internal network and offer CMAA’s SOP-based training to its entire CM workforce at no additional cost.

Besides these attractive perks, Mega members save on average more than 70 percent per person as compared to other membership categories. And with more and more companies deciding to go Mega, CMAA’s networking power has grown exponentially as well. Mega Members now account for over 35 percent of CMAA’s membership base, expanding the reach of the organization.

For more information about the Mega Membership level, go to www.cmaanet.org/membership-categories.

Board of Directors Nominations Open

CMAA is now soliciting nominations for the 2012-2013 Board of Directors. Nominations must be submitted by May 18. Complete information, including qualifications and the nominating form, are available at www.cmaanet.org/nominations.

The Nominating Committee, chaired by Past CMAA Chair Dave Conover, CCM, of HDR, suggests that potential nominees be evaluated on the basis of their potential to lead the organization, including these criteria:

- Do candidates have basic leadership skills? (Not an ability to manage, but to lead.)
- Do they have a least a three-to-five year horizon in their thinking?
- Can they guide the association into the future?
- Can they effectively direct the association’s resources to achieve its goals and objectives?
- Do they have the ability to inspire and empower others?
- Can they build teamwork among peers with different needs and interests?
- Can they demonstrate leadership abilities, not just articulate them?
- What have they done to show that they can move people and an organization in the right direction?
- What examples can they give where they have been able to cultivate productive teamwork?
- In what instances have they skillfully and creatively directed resources to accomplish objectives?

Now Available: Becoming a Construction Manager

A combination of text interviews and more that defines and promotes the Construction Management profession and the excitement of this growing field.

It’s a great item to donate to the guidance offices of your local high schools or colleges, or for regional chapters to provide in quantity to the student chapters they support.

Order your copy of Becoming A Construction Manager today.
Foundation Convenes “FutureFocus 2012+”

A panel of high-level CMs, PMs and owners met recently at the invitation of the CMAA Foundation to spend a day forecasting what the near-term future holds for the profession and describing what professionals will have to learn and do to succeed.

The first FutureFocus Roundtable brought together this impressive cast of experts:

- Stephen Ayers, FAIA, Architect of the U.S. Capitol
- Mark Cacamis, PE, CCM, State Construction Engineer, Virginia Department of Transportation
- William Guerin, Assistant Commissioner for Project Delivery, Public Buildings Service, U.S. GSA
- Julie Labonte, PE, Director, Waster System Improvement Program, San Francisco Public Utilities Commission
- Robert Prieto, Senior Vice President, Fluor
- Chris Reseigh, FCMAA
- Milo Riverso, PhD, PE, President & CEO, STV, Inc.
- Robert Stundtner, Director Capital Project Management, Cornell University
- Chuck Thomsen, FAIA, FCMAA

In a facilitated series of presentations and discussions, these panelists shared their views of the greatest challenges and opportunities facing the profession over the next five years.

The Foundation will compile and edit the day’s proceedings into a report designed to help CM firms and owners plan their own activities. The report will be published in advance of the CMAA Owners Leadership Forum in Long Beach in May.

Bob Prieto, Fluor
“We have seen over the years certain skill sets that are going to be much more important to our business, that just don’t get produced by Academia.”

Chuck Thomsen
“(We need) not only structural leadership but influential leadership. People who are skilled in influential leadership may have more effect on a system than structural leadership.”
Milo Riverso

“There’s nothing more powerful than creating the culture for leaders to be born, and creating the mentoring. If we are economically driven to eliminate that, we are hurting the industry as a whole and we will all pay the piper later.”

Stephen Ayers

“Technology is leading to sophisticated buildings and building materials... (which are) much more complicated to design and to build. I’m not sure our CMs are poised to deliver this. Buildings are smarter. Are CMs? It’s not necessarily so.”

Julie Labonte

“Construction industry labor productivity went down 20 to 25 percent while nonfarm labor productivity basically doubled... If we assume the gain in productivity is basically from technology, why has our industry not benefited? Is it because technology may not provide the benefits we think it does?”
Congratulations to the Newest CCMs

The following people passed the exam in February and March:

Maher Abdelqader
MTA Bridges & Tunnels Authority

Grady Andrews, Jr.
Michael Baker Jr., Inc.

Paul Ceresnak
Hazen and Sawyer, PC

Dan Constantinescu
Yang Management, Inc.

Perry Des Jardins
Des Jardins Design Build

Kenneth Joseph Dunn
Hill International, Inc.

Edward Eastham
Veolia Water Guam LLC

J. Eric Eckhardt
A. Morton Thomas & Associates, Inc.

George Fink
McDonough Bolyard Peck

Eric Greer
California Construction Management, Inc.

Gregory Lloyd
West*Group Management LLC

Project Achievement Award Nominations Now Open

Recognizing stellar achievement in the practice of Construction And Program Management, the annual Project Achievement Awards Program is now accepting nominations through June 1, 2012 and is debuting a new application process for 2012.

The program is ultimately designed to promote professionalism and celebrate excellence. Standout projects and programs and their CM practitioners will be honored at the CMAA National Conference & Trade Show in Chicago in October. This year, a new application process is being introduced that will help streamline entries. All entries will now move through an online portal that will feed into a master database. The new system will help reduce application errors.

Eligible projects, programs or program phases must be completed during the period starting July 1, 2011 and June 1, 2012. All CMAA members and non-members are invited to compete and multiple entries from one firm are being accepted. Entries are being accepted until June 1, 2012, 11:59 PST. For more information or to nominate a project, visit www.cmaanet.org/PAA.
The Illinois Tollway seeks an engineering firm with nationwide experience for a contract to review current construction practices and past construction projects in support of its 15-year, $12 billion capital program Move Illinois: The Illinois Tollway Driving the Future.


Statements of Interest are due May 2, 2012.
Member News

Balfour Beatty Construction Leads Riverside City College New Science Complex

Officials from Riverside City College, construction manager Balfour Beatty Construction, project partners, community leaders and students recently marked the completion of the College’s new School of Nursing & Math and Science Complex. The 132,000 sf facility provides additional educational space for the nursing, math and science programs at the existing campus.

The $61.1‑million state‑of‑the‑art complex is seeking LEED® certification. The facility includes a virtual hospital suite equipped with Human Patient Simulators that can provide training experiences in areas including childbirth, heart attacks, and strokes. This wing also includes clinical skills lecture suites, lecture halls, 22 classrooms, a teleconference room as well as student and faculty lounges and faculty offices.

“Two of the exciting aspects of this project are that it brings state‑of‑the‑art technology into the classrooms and laboratories, and opens up more opportunities for all students,” said Riverside City College President Cynthia Azari. “Nursing students will train on the same generation of equipment used in the workplace. The new facilities also will offer current professionals opportunities for continuing education and advance skills development.”

Atkins to Manage Alcatraz Upgrade

The improvements to Alcatraz Island are part of the ongoing Alcatraz historic structures stabilization project by the USA’s National Park Services. Atkins will provide construction management services for structural repairs to the historic former jail on Alcatraz Island in San Francisco Bay, California.

The work will involve repairs to failing beams in the citadel and shower room areas that support the cellblock structures. It includes replacing beams that support the cellhouse floor to stop and repair structural damage, restoring the cellhouse structural floor and associated non‑structural patching as well as repairs and restoration of salvageable beams to protect them from further deterioration.

“Atkins has had the great opportunity to work on many of America’s national historic landmarks, including the Statue of Liberty, Hoover Dam, Faneuil Hall, and now Alcatraz,” said Atkins’ senior group manager Gary Self. “We look forward to addressing the unique challenges of this project, such as working on an island that is only accessible by boat, with no land lines for telephone or data services.”

Parsons To Provide Enterprise Construction Management Services To NNSA

Parsons will provide the full range of professional and technical services to support the planning and management U.S. Department of Energy (DOE) National Nuclear Security Administration (NNSA) nuclear and nonnuclear projects. Services may include everything from portfolio management to construction management, to project startup/commissioning, testing, and claims.

“Parsons is proud to be awarded this strategic contract with the NNSA,” stated Todd Wager, Parsons Group President. “We bring to this customer a strong record of experience and technical capabilities to support the NNSA’s efforts to enhance its project planning and execution processes.”
GRTC Transit System Selects MBP for Compressed Natural Gas Conversion Project

MBP has been selected as part of a team to provide construction management services for GRTC Transit System. MBP will be helping GRTC to convert their Operations and Maintenance Facility to compressed natural gas (CNG).

The GRTC Operations and Maintenance Facility, is primarily used for servicing GRTC’s fleet of 186 buses. The GRTC’s decision to convert to CNG reflects a growing trend in the U.S. transportation market today. Despite higher short-term costs, drivers and transit owners alike both see CNG as a cheaper alternative to diesel in the long-run and the growing number of available pumps are making CNG more attractive.

“We are pleased to be selected as part of the team assisting the GRTC transit facility’s efforts to convert to CNG,” says Don C. Young, PE, CCM, Vice President and Regional Operations Manager.

Strategic Construction Management Awarded Kennewick School District Contract

The projects consist of major renovations and new additions with the Kennewick School District for the management of the first approved GC/CM alternative delivery model under RCW 39.10 allowed for packaging all three schools under one contract for services and will result in significantly more control of the schedule and contracts as they are procured. The schools are scheduled to be completed sequentially with each school being completed by June of the following year.

Jacobs Selected for Solvay’s Specialty Polymers Project in China

Jacobs is executing the engineering, procurement and construction management (EPCM) services contract from Solvay for a major, specialty polymers production plant to be built at Solvay’s industrial site in Changshu, which is located in the province of Jiangsu, China. Officials estimate the contract value to be approximately US$9 million (RMB 62 million).

Solvay is investing approximately US$160 million (EUR 120 million) into this plant, which will produce its products SOLEF® PVDF and TECNOFLON® FKM, as well as its essential VF2 monomer.

Jacobs Group Vice President Tom Quinn stated, “We look forward to contributing to this large and significant project for Solvay, drawing upon our strong, sector-relevant technical and project management skills to support the project.”

U.S. Firm CH2H Hill Wins Key Qatar World Cup Contract

The Colorado-based engineering and construction firm beat bids from five other multinational companies, Qatar’s 2022 Supreme Committee said in a statement issued late Wednesday.

Qatar will spend $4 billion to host the event, including the cost of constructing stadiums, the committee has said. The management contract, originally slated to be awarded late last year, will oversee coordination with government agencies on large infrastructure projects, including the construction of nine new stadiums that feature solar-powered, air-conditioned stadiums to overcome the sweltering summer heat as well as housing, infrastructure and transport for the event and upgrade of three existing ones.

“Over the next six months we will be working together to develop our road map, which will provide us with delivery timelines for the projects that will occupy us in the coming 10 years.”

Send Us Your Project Announcements

CMAA would like to publish the latest project news from members. Please put jmckeon@cmaanet.org on the list to receive press releases.
Chapter News

Colorado State University Student Chapter

With the support of the CMAA Colorado Chapter, the CSU Student Chapter held an event featuring Chris Reseigh as its distinguished speaker. Mr. Reseigh, a Fellow of both CMAA and ASCE, currently serves as the chair of the Construction Committee of the ASCE Construction Directorate. He is also a member of the National Academy of Construction.

The event was a large hit on the CSU campus attracting an audience of more than 250 people that included students, industry professionals, and professors. The event started with a full course buffet, followed by the recognition of CSU as CMAA’s Student Chapter of the Year. Mr. Reseigh’s topic for presentation was “Working in a Global Industry.”

In his presentation, he touched on the many aspects of what makes a good construction manager and gave multiple examples of projects he had been a part of across the globe in his career. He took time to answer questions of the audience immediately following his presentation and stayed around for answering additional questions in a one-on-one setting during the networking event.
CMAA Welcomes 41st and 42nd Student Chapters

Early in March, CMAA welcomed its 41st and 42nd student chapters: University of Denver, hosted by Colorado Chapter, and Portland State University, hosted by Oregon Chapter.

The faculty advisors to these student chapters play a large role in guiding the chapter and maintaining the link to CMAA National and the host regional chapter. Tom Szymoniak is the faculty advisor for the Portland State Student Chapter and Stephen Sewalk is the faculty advisor for the University of Denver Student Chapter.

Both chapters will receive a great deal of support from their host chapters. Oregon Chapter President Dan Dowell, PE, CCM, and Oregon Chapter Student Liaison Committee Co-Chair Aaron Ausland look forward to working with this student chapter, the first one hosted by Oregon. In Colorado, Chapter President Mike Lopez, CCM, and Student Committee Chair Mitch Arndt, CCM, PSP, will continue the fine hosting work already shown by the Colorado Chapter to its first student chapter at Colorado State University, the CMAA 2010-11 Outstanding Student Chapter of the Year.

The student chapter program has grown by leaps and bounds. As recently as 2008, there were only seven student chapters. The growth by ten chapters in 2008-2009, nine chapters in 2010, 14 in 2011, and two already in 2012 reflects the spotlight CMAA currently has focused on students and CMITs. You can view a list of the student chapters online at http://cmaanet.org/students/student-chapters

Regional chapters interested in hosting a student chapter should contact Martha Montague, manager-regional chapters, at mmontague@cmaanet.org or 336-492-6028. CM

NEW BOOK

NEW! PROGRAM MANAGEMENT 2.0
By Chuck Thomsen and Sid Sanders

“...a must-read...”
Jesus M. de la Garza, Virginia Tech

“...a perfect fit for young minds...”
James C. Smith, Texas A&M University

“relevant, timely and fun to read...”
G. Edward Gibson, Jr., Arizona State University

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Professional Development Calendar

Professional Construction Management Course™

Illinois Institute of Technology
April 24–26
Chicago, IL

Vanir Construction Management
May 31–June 2
San Diego, CA

Webinars

The Connected CM—Beyond Mobile Applications
April 5

Innovations in Sports Construction: Building, Technology, and the Bottom Line
April 26

Adjust, Adapt, Act: Winning Case Studies from the Post 2007 Construction World
May 3

Construction Management Tools for LEED Projects
May 31

Electronic Project Information Tracking
June 7

DNA of Leadership
June–October (Exact Dates TBD)

National Events

Owners Leadership Forum
May 20–22
Long Beach, CA

National Conference & Trade Show
October 21–23
Chicago, IL

Allied Associations

2011 CII Annual Conference
July 23–25, 2012
Baltimore, MD

Visit www.cmaanet.org/online-learning-center for updates and additions to the 2012 Professional Development Schedule.
For many years CMAA has kept track of owner organizations that include in their RFPs and other solicitations a statement that they prefer to work with Certified Construction Managers and will give preference to proposals including CCMs. That list has grown steadily, and it’s been gratifying. However impressive the list may become, though, it only tells part of the story when it comes to how the industry is embracing the CCM credential. We may, after years of evangelism, have reached a “tipping point,” when our future growth becomes truly extraordinary.

Consider some of the opportunities CMAA is pursuing right now.

The New York City Department of Environmental Protection, which last fall announced that it intends to require CCMs of its construction managers, has now gone a big step further. NYDEP has asked CMAA to deliver our new Professional Construction Management Course™ to some 50 of its in-house staff. The agency’s goal is to begin getting large numbers of its personnel certified—but rather than simply require the CCM, the agency is proactively delivering the CM Body of Knowledge throughout its ranks. Other New York area owners, such as the state Housing Authority, are following suit to maintain the experience and effectiveness of their CMs.

Los Angeles World Airports has launched a similar effort: They are recognizing the value of our CM Standards of Practice, reaching out to train their staff, and embracing the CCM as the industry’s premier indicator of skill and experience in Construction Management. They’re following the path previously taken by the L.A. Unified School District and, more recently, the California Department of General Services with a program they conducted the latter part of 2011.

The New York City School Construction Authority, MTA Bridges and Tunnels, New York State Construction Authority, Virginia Department of Transportation, U.S. Department of Veterans Affairs, and a number of other owner organizations are proceeding along the same lines.

These agencies are not merely recognizing the value and importance of CCM. They are internalizing the values this credential represents. They are committing to a Culture of Certification as the best enterprise-wide strategy for improving project and program outcomes. For several of these owners having their personnel receive training based in our Professional Standards of Practice is a significant step forward and raises the bar for what they expect of their personnel as well as professional services firms they engage.

What’s most striking is the way these initiatives have developed. When CMAA has reached out to these agencies to talk about the SOPs and certification, we’ve found that they already know about us and have a very favorable impression. They’ve responded quickly and enthusiastically, saying in effect, “We want the CCM, help us get there!”

“When these agencies are not merely recognizing the value and importance of CCM. They are internalizing the values this credential represents. They are committing to a Culture of Certification as the best enterprise-wide strategy for improving project and program outcomes.”

When owner organizations begin favoring or requiring CCMs among their consultants and contractors, the service provider community is motivated to pursue certification. When the same owners promote CCM for their own employees, the message is clear: They’re holding themselves to the same high standard.

We’re dedicated to the CCM, but we also realize there are broader benefits in this recent trend. Suppose 100 people take our Professional CM Course and learn about our Body of Knowledge. If only half of them achieve the CCM, that’s great—it means 50 new CCMs. But the other 50 practitioners have also benefited. They’ve stepped up their games. Their work, projects, and employers/clients will all gain.

This, after all, is the ultimate goal of what we do. Our mission is to promote and enhance leadership, professionalism, and excellence in managing the development and construction of projects and programs.

After years of steady effort, we may be seeing the cresting of a giant wave. CM