



A Newsletter written by Fellows of CSI for Fellows of CSI

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Editorial:

By: Your Editor

It has only been a few months since the last edition of the Fellows Newsletter was distributed so we hope this issue does not surprise you. Several Fellows contacted Gilman and me indicating they would not be attending the CSI Convention in June 2002 and asked if it would be possible to distribute a report of the Fellows' activities. We hope this issue meets that request.

We would again remind the Fellows that this newsletter is intended to serve two main purposes, first to serve as an information vehicle and second, to encourage Fellows to remain active. I can influence this first purpose by helping to identify Fellows to contribute articles for the newsletter. You need to be the one that takes the necessary actions to remain active. Fellows have a lot to contribute to CSI. Let's each do our part.

We want to extend a special "THANK YOU" to the Fellows that wrote article for this newsletter or took the time to comment or respond to previous issues. We hope this type of contribution continues.

HOT NEWS ITEM – CSI Executive Director takes new position

On August 14, 2002, Institute President Phil McDade, FCSI, CCS distributed a letter to Former Institute Presidents, Institute Committee and Task Team Members and Institute Chapter and Region Leaders, announcing the Executive Director Greg Balestrero had accepted a position as CEO of the Project Management Institute (PMI). PMI is an international organization having nearly 100,000 members from around the world and is based in Pennsylvania. Greg has been CSI's Executive Director for nearly eight years;

In his letter President McDade indicated he had already had a conference call with the Executive Committee and would be having a conference call in the near

future with the full Board to initiate all of the appropriate steps for an orderly transition to a new Executive Director. Greg's last official day with CSI is November 8, 2002.

Fellow's Workshop CSI Convention Las Vegas, Nevada June, 2002

By William Pegues, FCSI, CCS (*William received his Fellowship in 2001 at the Atlanta Convention. His citation recognized his contributions to education about the advantages of electronic communication to CSI and the construction industry*)

The format of the meeting was informal with Stanley Bair, FCSI, CCS, chairing. Individual speakers are not identified. Apologies to those who recognize their quotes without attribution, but I had only been a Fellow 1 year less 1 day at the time, so I don't recognize everyone yet.

MasterFormat Update

Concerns were expressed that the expansion of Divisions is in response to trades saying they need more room rather than an attempt to educate users that they can fit into the existing 16. Parallels were made to many past situations where various trades wanted a separate division with Division 9. There are many different trades within this one division and there are no coordination problems.

Even when there was sharp disagreement, there was an expression that if there is going to be change, then lets not have change that swamps us, lets not have change that takes CSI down the drain, lets have change that works - and make it gradual. If its necessary, then it should be accepted just like the 16 Divisions were when they came out.

Other's expressed the idea that we should not do it on the basis that the 16 Divisions don't work, they work well.

There was reference to an article written recently by Robert W. Johnson, FCSI, CCS, putting forth reasons why some change is necessary. The comment was made that in reading the article, even with a career of experience, one can come away with the impression that you don't know enough about the details to form an opinion. The areas of expansion are into areas that many long time supporters of MasterFormat have no professional experience, and that alone may lead to negative response – or just as bad, no response. This was not to say that Bob's article was inadequate, but that many readers and potential supporters have no basis of experience to form an opinion. This was also cited as another reason to make the change gradual with sufficient explanation.

Concerns were raised that the products were not being listed in this same format, that one foundation of the 16 Divisions was the 3 legs of product, cost and specifications being represented in MasterFormat. CSI can be proud of the fact that over the years, one major organization after the another, and various government agencies, have accepted the 16 Division format.

It was brought up that when the original 16 Divisions were introduced, many, some in this room, thought it was crazy. But over the years it has worked and the concept has been sold internationally. And where many agree that Division 2, and 13 through 16 can use adjusting, if we make a major switch to 40 plus divisions, how well or readily is that going to be accepted – will those organizations be willing to make such a major change.

Gary Betts, FCSI, CCS, Institute Secretary, stated that this expansion was a recommendation that came before the Board a year ago. And it came back with a recommendation from the Board that one of the things they wanted to do was to slow things down quite a bit. And that basically the concept is that the Board isn't going to move with this until there is a 'buy in' from the stake holders in the construction industry. If that can't be demonstrated they will do something else.

Convention Timing and Separation

Stan asked Gary Betts, as Institute Secretary, if he would give an introduction to this topic because there has been so much misunderstood about it. What follows is very close transcript of Gary's response and follow-up questions from Stan.

Gary replied that it is one his favorite topics because every time he hears someone say, "They split the convention," he bristles. That is not what happened. The convention was moved in terms of its time frame from June to March/April with a recommendation that came to the Board at its September 2000 meeting. With that recommendation it was felt they did not have

enough information and there was a call for a special meeting of the Board in December 2000 with only 1 item on the agenda. At that meeting, the Board approved moving the show from June to the March/April time frame. At that point in time, the recommendation included the product show, the CSI Show, the honors and the awards programs, everything except the transfer of leadership, which because of the fiscal year remained in June.

They created another event that co-located all the training that occurs over 3 to 4 months of the year and put that with the transfer of leadership.

At the February 2001 meeting of the Board, that recommendation was approved, and there was an amendment proposed which took the membership activities (honors program, awards program, fellows investiture) out of the product show and placed them with the June time frame. It was thought that because of all the orientation events and mentoring events that were going on in the June time frame that it might be a better forum for all the membership activities. This recommendation was approved that February.

Last year at this time at the June 2001 meeting of the Board, there was a recommendation to take all those same member activities and move them back to the CSI Show. That recommendation was approved.

In summary, everything formerly occurring in conjunction with the show remains with the show in its new March/April time frame except the transfer of leadership that occurs with the fiscal year at the new CSI University.

Stan followed up asking what precipitated the whole idea of putting the CSI exhibits along with the Construct America organization.

Gray replied, "The success of the Show." The show was not growing. In a discussion at the 2001 Show it was pointed out that over the last 3 years, 1999-2001, revenues from the Show have decreased and attendance had gone down. Basically the Board had told the staff, "Grow the Show." With the favorable environment of that time period, if the show was not growing, it was broken.

Market research and vendor input revealed 2 other time frames that worked. March/April was selected because it moved into a profile where opportunities for new product introductions and other things relative to the construction industry were more advantageous.

Stan asked Gary to comment on the situation with the AIA show. A number of years ago, AIA's exhibits dropped off to where they had minimal exhibits or one

year where they may have had none. Now their product show is viable, and had it been checked into how or why that happened. He added that it should be mentioned that AIA has traditionally had their show in May and now they are getting into the same time frame as CSI. The CSI Show used to be in May and was changed to June so that families could come and children were out of school.

Gary replied that one of the factors that was considered was that staff belong to the same industry associations as those that run the AIA product show. All get the same information, go to each other's shows, and one of the factors was an unwritten rule that you stay 4 weeks away from a competitor's show. In next year's [2003] time frame AIA had planned to move their show directly ahead of CSI. This would have resulted in many vendors that attend both shows making a choice of which to attend.

Stan asked how much commitment has CSI made with Construct America.

Gray replied that he did not know how long the commitment with Construct America was. But in his own opinion, with the show in Chicago, and with the co-location partners, the potential was there to double the size of the show over the next 3 years.

It was noted by a member in the group that the turnaround for AIA was due to the learning units' requirements and their availability through attendance of the show.

A comment was made that student activities were trying to be promoted, but that moving to the March/April time frame would severely limit student participation in the convention.

Another concern was the return of the convention to Chicago for 3 years in a row followed by alternating between Chicago and Las Vegas. One of the big pluses has been to go different places and see different things. In addition, Chicago is a very expensive site.

A point was raised to Gary about chapter participation versus a purely staff created convention and Gary responded that it would be unrealistic to consider chapter participation in the convention when it repeats and alternates. No chapter could do that. It was suggested that chapter participation might move to hosting participation in the CSI University as it moves around the country to smaller venues. However, the Chicago chapter could very well take advantage of the show to grow itself through the event. Gray went on to state that there are more people involved in the construction industry within a 500 miles radius of Chicago than there are within that same radius of any

other city. Chicago is considered a 'destination city' and is very easy to get to from any other location. Gary stressed that this change was not made without doing the research and that the timing has been based on models that have been proven and worked.

Another point was made that we as Fellows of CSI are the senior leadership of the association. Rather than just speak negatively of what we don't like about the changes, it should be realized that this is a commitment that can't be changed for 5 years. It's in the best interest of CSI for us to go out and encourage participation, and put the show in the best light possible for others. Not that we should not express our personal opinion – but that we should realize that many take the views of Fellows seriously and it best serves all of us, as well as the future of CSI, to support this commitment now that it has been made.

Stan made note that one of the things that had been done away with at Las Vegas was the spouse program, everything was an additional cost – even exhibit lunches were not included. And that if they returned that in Chicago, perhaps that might help attendance.

Robert Molseed, FCSI, CCS, made mention that DC Metro chapter had made the decision that they only had the ability to send their presidents to one event, and that event was not the CSI Show, it is the CSI University training event. There is a relationship between the exhibitors and the specifiers. If the specifiers aren't there, the exhibitors will soon follow.

And on a humorous note, Gary personally guaranteed good weather for the 2003 show in Chicago. Not for any other years, but definitely for 2003.

Hotel Rates for the Las Vegas Show

A sore point was brought up that some checked in advance the rates for the Hilton for the time period of the 2002 CSI Show that they were \$59 a night, and that through the convention registration, we are paying \$139 a night. It was pointed out that the hotel rates were negotiated 4 years ago when Las Vegas was selected. They negotiated the best rates that they could. What has happened after "September 11" tragedies is that the hotel industry is in trouble. When staff found out about this, there was an attempt to renegotiate, and Gary was unsure what happened with that, but there were a number of alerts that were circulated to try and get people to contact the hotel and renegotiate their rate directly with the hotel. The consensus seemed to be though that not many people were contacted and few even knew of this opportunity.

Chapter presidents present could not recall that any such suggestion was given to them. They would have

been the most natural way to spread this if it could not be sent out.

By-Laws of the College of Fellows

Stan summarized the decision of the previous year to work on by-laws for a College of Fellows over this past year, and that a group of Fellows had created a draft, copies of which were printed in previous newsletters to Fellows and were available at the meeting.

It was pointed out that the Director as an advisory and non-voting Director except in ties of the officers puts the potential of someone that is not a Fellow involved in board decisions. It was suggested to abolish that position and create a true director as a Fellow.

It was clarified that the College would be a separate corporation from CSI, not a committee. However, CSI would be approached to see if someone on staff could serve as liaison and provide staff duties for the College.

There were suggestions and offers of assistance by those involved in setting up funds to provide insight into setting up the correct kind of fund for tax purposes, and that the fund itself should be a separate entity from the College. The College would administer the fund.

It was proposed that rather than just the attending Fellows voting to create the organization, that a ballot with the final by-laws should be sent out to all Fellows. A straw vote was held to see who in attendance felt that the organization should be created. The vote was unanimous to proceed.

FELLOWS MEET AT INSTITUTE CONVENTION Las Vegas, NV

By: J. Gregg Borchelt, P.E., FCSI, CDT (*Gregg received his Fellowship in 1990 at the Chicago Convention. He is currently serving as Chair of the Jury of Fellows.*)

The yearly meeting of the Fellows of the Institute took place on Friday, June 28. Approximately 85 Fellows made it a priority to attend, fitting the meeting into a crowded schedule at the last Institute Convention and Exhibit as we have known it. The reception prior to and after the meeting provided an opportunity to talk more in detail with Fellows and spouses.

Eugene A. Valentine, CCS, chairman of the Jury, conducted the meeting. This is the second time that a non-Fellow chaired the Jury and ran the meeting.

The roster of Fellows increased by ten at the Convention. These new Fellows were introduced to their contemporaries at this meeting. One enduring

feature of the meeting is the introduction of Fellows by class. The wit and vitality of this august group comes through during this part of the meeting. The only sad note is learning that several Fellows have passed away within the past year. Those not previously noted include: Vincent G. Raney, FCSI (1963) and Martin Janka, FCSI (1989).

Charles Chief Boyd, FCSI, CCS, led an invocation; his rain dance was performed at the one of the hospitality parties later in the convention. Incoming President, Phillip McDade, FCSI, CCS, provided a summary of his objectives for the Institute.

The primary business was the report from R. Stanley Bair, FCSI, CCS, on the establishment of the College of Fellows. See the related article in this newsletter for more information. The model by-laws will be circulated for acceptance. Names for officers are to be selected.

The success of *The Fellows* newsletter was lauded. Distribution is by email (preferable) or postal service. Gilman Hu, FCSI, is maintaining the list. A source for replacement ribbons was requested, and will be included in a subsequent issue. (*Editors Note: See item at bottom of page 10 for source of replacement ribbons*)

The Fellows History Book does not yet have sheets for all Fellows. Institute staff is working with Bob Molseed, FCSI, CCS, to update the information.

The Board has decided that induction of Fellows will take place next year at the Construct America meeting. This will be held in early April in Chicago. The actual event and date are not yet set. This requires an earlier submission of Fellowship nominations. Since many in attendance write letters of endorsement, it was noted that these requests should come sooner than in past years. Those in attendance thought that a recommendation to the Board on the time and location of investiture, based on the events at Construct America, is in order.

In Memorial

**Martin J. Janka, FCSI
Fellows Class of 1989
Baltimore Chapter, CSI**

**Vincent G. Raney, FCSI, CCS
Fellows Class of 1963**

Letter to the Editor

From: Steve Blumenthal, FCSI – Former Institute President (*Steve received his Fellowship in 1980 at the Anaheim Convention. His citation recognized his special concern for student activities.*)

To: Richard Eustis, FCSI, Former Institute President

Richard I am writing to you because you are the Editor of the Fellows publication. The current issue was most interesting and informative and I would like to comment on several items.

We read of the need to get the facts straight prior to making a comment. In addition, there was an article about a Fellow who did not understand the strategic plan. There was an excellent article about telling the CSI story but concluded with "getting back to basics".

Apparently the message is clear, we have an uniformed membership. Many reasons can be put on the table for this problem. The following are just thoughts have no basis of fact nor have they been discussed with anyone.

- 1- The member does not read the NewsDigest.
- 2- The Chapter is not passing on the information.
- 3- The Directors are not informing the Regions.
- 4- Information is read but not understood.

What can we as Fellows do - re-enforce our BOD and Excom and act as mentioned as Ambassadors. With this in mind, a program has to be developed in order for the Ambassadors to function properly.

Another item of Interest is the "Masters Award", good idea but I would ask the Immediate Past President to communicate with the Presidents of FY 87-88-89-90-91 and refer to the "Jefferson" Award. An expensive glass bowl was ordered and kept in a safe place for fear of breaking it. That is unimportant but note the following; In FY 89 the Awards Committee chose Frank L. Wright as the honoree. In a closed vote by the Board the recipient was not selected. The President (me) appointed a committee to look into this matter and it past history and make a recommendation to the Board. The Committee was Chaired by former President Alciatore. Over simplified the Award was put on the back burner where I believe it still sits.

I believe and support the College of Fellows making a concerted effort to work with Students. However, I would suggest inter communication and programs also include AIA, NSPE and other allied Associations. A break through was made with AIAS (no longer in existence) in FY 89-90.

In conclusion, I would like to remind my colleagues that we can't afford to live on the past entirely. Lets all keep in mind; CSI has gone from the "Cut and Paste"

era to the computer, Internet and web pages. Perhaps we are traditionalists and should be modernists. Years ago when addressing a group of members I said, "INOVATE DON'T STAGNATE", perhaps it is salient today.

S. Steve Blumenthal, FCSI, Former Institute President

“If you stop to listen, it’s surprising what you may hear”

By Alana Sunness Griffith, FCSI, CCPR (*Alana received her Fellowship in 1996 at the Denver Convention. Her citation recognized her dedicated service and her innovative membership programs. She is a former Institute President.*)

I always enjoy attending convention. But the experience is much more engaging now that I no longer serve on the Board. Members feel more at ease to discuss controversial topics with me now – plus I have a lot more time to listen. At the CSI Convention in Las Vegas, one of these wonderful moments occurred and I had time to chat with one of my old CSI buddies.

I was asked what was going on, I casually mentioned that “we” were creating a College of Fellows. When queried on what was our purpose or mission, I responded with the list of items we had discussed in meetings and via email. Quite boldly she responded and said, “The College of Fellows should also be the review board for CSI ethical issues!”

Wow, what an idea! And why hadn’t we thought of that when we started discussing roles for this new college to play. Public agencies have conduct review boards. Why shouldn’t CSI have an ethics review board? And what better group of persons to look at these issues than the College of Fellows!

When we join, we should read the CSI Code of Ethics. There are six strong points that we each pledge ourselves to uphold – and the first one is to “Establish and maintain high standards of professional conduct.” And how should we enforce these lofty ideals? Why not through a College of Fellows’ Code of Ethics Review Board!

In our bylaws, we do have guidelines for suspension, censure, or expulsion of members. To the best of my knowledge, we have never needed to use this procedure. However, there have been occasions in the recent past, when CSI Fellows have acted in ways that could be considered detrimental to the image of Institute, the Regions or Chapters. Members are advanced to Fellowship because of their notable contributions to the advancement of construction technology, the improvement of specifications, or by

service to the Institute. If members act unprofessionally or contrary to the very reasons they were elevated to these honors, isn't it also appropriate that they should have their Fellowship removed when they no longer are worthy of this distinction.

I am not suggesting a witch-hunt. But, positivity is far more productive than negativity. And harmful messages we send to standing, new, or prospective members, and other outside organizations do nothing to help or improve our image. When members know that they will be held accountable for their inflammatory deeds, actions or words, they may become more selective in how they attempt to bring about change in our organization.

The College of Fellows may want to examine this as one of the opportunities to serve the membership. The Board has its hand full with many of our new changes, including the implementation of our strategic plan, ConstructAmerica, and the CSI University. A Code of Ethics Review Board duty might be handled quite well by the "College".

The purpose of this article was two fold. First – to look at how we need to listen to our members and their concerns regarding other CSI member's conduct. And secondly - to look at methods to show our members that we are professionals in the construction industry, and that we do maintain high standards of professional conduct at all times.

Fellow "Fellows", please ponder this subject and perhaps was can further investigate this at our next Fellows workshop.

We can be a part of the Solution

By: Jerry Alciatore, FCSI, CCS (*Jerry received his Fellowship in 1989 at the New Orleans Convention. His citation recognized his commitment to education and his service to the Institute. He is a former Institute President*)

Prior to the Institute Convention in Las Vegas many of us were receiving phone calls and e-mails from members with diversified views on what they believed to be challenges to the Institute. Unfortunately, many of us did not have enough current information on which to base intelligent answers.

The issues basically concerned the breaking of traditions:

- The time shift and venue of convention (Chicago in April).
- The leadership / orientation programs formalized in June.

- The expansion of MasterFormat beyond 16 divisions.

There was much discussion in Las Vegas regarding the basis of these decisions both at the Fellow's workshop and the former president's meeting in addition to many informal brain tapping sessions. It seems that traditions, like old habits, die hard.

The explanation of the reasoning behind the convention move to Chicago for three years was that it was based on finances pure and simple.

Some cities that have hosted past conventions have not had a record of higher participation, which resulted in less convention income. Chicago is a desirable option because of its demographics and allure to exhibitors and participants from the highly populated heartland area.

I suspect that cities such as Houston, Atlanta, Dallas, Orlando and New Orleans were the cities of the South that were too hot in June (although Las Vegas was fine at 107°). In reality, the exhibits drive the bottom line. It should be noted that there are strong feelings that the Institute conventions are a very effective mechanism to rally the host chapters and build "esprit de corps".

During better financial times it is possible to balance profit from the exhibits with the enthusiasm of members to attend on a regular basis. A great deal of convention interest comes from the diversity and interest of our nation's cities. This is particularly true when entire families are in attendance.

The leadership/orientation meeting is another matter. The principal question regarding this event was also related to money but not the Institute's. This is a question regarding some chapter's ability to find a full delegation to both events. This could be a valid concern since some chapters, which drastically need growth, will least afford dual funding. Many events now held at the convention will have to be delegated to two events (i.e. transfer of leadership).

It is very difficult to give simple answers to complex issues and most of our groups were not familiar with the complexities involved in these decisions.

The matter of expanding MasterFormat beyond 16 divisions is another matter. It is so important for everyone to understand that there are issues being considered in this decision that have serious implications and are based on very broad decisions. In the February issue of this newsletter Ken Guthrie explained the Overall Classification System and its relationship to MasterFormat. In addition Bob Johnson wrote a very comprehensive article in the CSR

newsletter (<http://www.csr.org/newsletter>) regarding the expansion of MasterFormat.

Those of us previously uninformed in these matters should refer to both articles in order to gain a better insight to this serious matter. Serious because the residual fallout to the entire construction industry would result in the expenditure of millions of dollars. It seems like just yesterday we were “selling” the concept of 16 divisions to government agencies, McGraw Hill, Means and so forth. There are some learned opinions that our current 16 divisions can be expanded within itself to satisfy many concerns.

These traditional facets of the Institute are being evaluated and re-evaluated. It is suggested that we understand the “why” of the changes and then voice our opinions. I, personally, have confidence in the current leadership of CSI and its ability to lead us through these issues. They have developed a plan of action that is considered very necessary in order to satisfy our overall mission.

The opinions of the Fellows of the Institute are respected. We have an obligation to be knowledgeable in our opinions.

So it's on to Chicago and Philadelphia, let's try it...we could be part of the solution.

From our History – some CSI “Firsts”

Tabulated by your Editor

- CSI Articles of Incorporation signed – March 8, 1948
- First CSI Meeting – April 1948
- First issue of “the Construction Specifier” – 1949
- First Chapter Chartered – June 1, 1951; Metropolitan New York Chapter
- First Institute Convention – 1957 in Washington, DC
- First Fellows Investiture – 1959, First Class of Fellows invested at Chicago Convention
- First (and only) year no member elevated to Fellowship – 1960
- First year Industry Members eligible to become Fellows – 1966, 5 Industry Members became Fellows
- First year CSI considered name change because name did not reflect activity - 1970
- First Institute election in which members other than Professional Members allowed to vote – Election of Officers for 1975-76

- First female member invested as Fellow – Class of 1978; Alice E. Shelly
- First Institute Certification Program – CSI launched the CCS Program in 1978
- First Industry Member elected to position of President-elect – Ballot February, 1988; Steve Blumenthal, FCSI elected.
- First female member elected to position of President-elect – Ballot February, 1994, Jane D. Baker, FCSI, CCS elected
- First time Industry members concurrently filled position of President and President-elect – FY2000

CSI UNIVERSITY

By Carole E. Schafmeister, FCSI (*Carole received her Fellowship at the 2000 Convention held in Atlanta Her citation recognized her service to and leadership in CSI at the Chapter, Region and Institute levels. She currently serves as an Institute Vice President and served as Member of the Governance Task Team and Chairman of the Leadership Development Council.*)

How did the University come about?

In 1998 a task team consisting of a broad representation of CSI met to develop a long-range strategic direction for the Institute and a consultant led the group in the planning process. The strategic plan task team developed a document defining CSI's strategic direction over two planning horizons ... a 30 year envisioned future and a 3-5 year strategic plan. The final strategic plan was unanimously adopted at the Los Angeles Board Meeting. In January 1999, the task team crafted the rest of the strategic plan and after several reviews and adjustments the final plan was delivered to the board in June, 1999 and was adopted at the Board Meeting. The strategic plan developed short and long term directions and visions for CSI and addressed a number of areas including: to improve the process of leadership development, study the succession of leadership, develop a mentoring process, clarify board responsibilities and develop better training. The first step was to find a professional who was well versed in these concepts that we needed to address and could help navigate through this research and proposal state. A task team was organized to develop an RFP and select a consultant. The CMG Group was selected and a study of CSI began re our structure, administrative documents, etc. As a result of that report a Governance Task Team was established to create a culture of learning, improve leadership recruitment, clarify leader responsibilities and increase the support to the chapters and regions. In Feb. 2001, the Board approved the team's recommendation and the “Culture of Learning” was created. (A culture of learning is one in which all members of the leadership community are committed to learning from one another, the environment from which we operate and

from the membership. It is a leadership community that has a common set of goals, a common body of knowledge, and shares a universal passion for personal improvement and individual and collective support of our members.)

In 2001 the Governance Task Team analyzed and reviewed the current education offerings at Chapter, Region and Institute levels and concluded that leadership education/development could be significantly improved if CSI created a “culture of learning”. The Board approved the Task Team’s recommendation for the development of a culture of learning within CSI. It was agreed that CSI would provide a full curriculum of programs designed to help members enhance their business acumen, personal skills and leadership capabilities. In addition to ensuring superior leadership for CSI, this program is designed to provide significant benefit to our members in their business lives.

As a result of the Governance Task Teams report the Leadership Development Council was created to develop the framework for the culture of learning and plans for our CSI University.

What are the key elements of building this culture?

- A. MentorQuest - A virtual network would provide the opportunity for the newcomer to be linked to an experienced leader through a mentoring program. Once an individual gained experience and expertise at their job, they in turn would enter into the mentor network to help others in CSI. The goals of MentorQuest are to encourage members to become more active in CSI, empower members to become leaders and create excellence in personal and professional growth.
- B. Comprehensive Education Curriculum - A competency-based curriculum focusing on the context of various positions at the Institute level. Competencies would be skill-based to enable leaders to hone their talents.
- C. Integrated Education Delivery System - An integrated system of programs utilizing in a variety of media such as the Internet, video, audio and live education programs offered by CSI and other educational organizations. This enables the CSI University to be one without walls.
- D. Basic Leadership Certificate Program - The fundamental working knowledge and vocabulary about CSI, our vision, mission and goals of the organization. That is designed to

help the newcomer understand the culture and values of CSI. Easy to access and complete, this program would help to ensure that all leaders in CSI would begin with baseline knowledge of CSI.

- E. Ongoing Self-Assessment Program – The self-assessment will be a career-building guide to let leaders know where to focus their improvement efforts, the assessment tool will serve as a checkpoint or milestone on their career path.

How is the curriculum being developed?

Working with staff the Leadership Development Council developed the framework for the beginning of the leadership development program, now being called the CSI University. The programs are designed to foster development of leadership and interpersonal skills. The program also provides an opportunity for all members of CSI to receive consistent instruction with experienced instructors and mentors. The skills will be able to be transferred to their professional and to the business environment.

The levels of the framework focus on the various positions in the Institute and provide a parallel curriculum. This curriculum is designed to provide competencies that are desirable for CSI leadership. It describes relevant experiences, appropriate courses and credit hours, and lists basic knowledge that enables leader to function efficiently at each level. It also provides a list of resources and reference materials that will supplement the curriculum.

The curriculum is made up of two parts – the first is the executive leadership coursework that will focus on CSI specific information. The second part is the interpersonal skills coursework. This area will assist the future CSI leader and also enhance their personal management skills within their career some individuals may choose chapter leadership only; others may aspire to be an Institute officer some day.

The levels of leadership development prepare the member to serve in the roles listed below

Level 1 - Chapter/Region Leader - Understand the fundamentals for Chapter Leaders or prepare to be a Region Leader. Gain skills and knowledge in finance, strategic thinking, meeting management and more!

Level 2 - Committee/Task Team - Prepare to be an Institute Committee/Task Team member. Be able to facilitate strategic planning, understand meeting planning, and reporting methods.

Level 3 - Institute Director - Prepare to be an Institute Director. Understand budget process, fundraising, parliamentary procedures, and association policies.

Level 4 - Institute Officer - Prepare to be an Institute Officer. Apply strategic initiatives, understand recommendation process, and communicate effectively at Board level.

Level 5 - Institute President/President-elect - Prepare to be an Institute President/President-elect. Understand fiduciary responsibility, mentor others, promote CSI and programs.

The competencies for each leadership level have been divided into two areas; Executive Leadership Development and Interpersonal Skills Development. A few examples of sessions offered in each are might include:

Executive Leadership Development: Strategic Planning Overview, How to Run a Meeting/Parliamentary Procedures, Budget Management, CSI Organization Roles & Responsibilities, Managing Electronic Communications

Interpersonal Skills Development: Training & Presentation Tips, Meeting Planning 101, Time Management, Understanding Communication and Learning Styles, Effective Project Management/Organizational Skills, Becoming a Mentor

All courses being offered will be eligible for continuing education credits. At the end of each course the Institute will issue a Certificate of Completion. If a member desires, he or she can receive a completion certificate at the end of each session or level, however the Basic Leadership Certificate is a voluntary program, not mandatory. If a member already possesses these skills, or has experienced similar training in CSI or in other environments there will be the ability to “transfer credit” or receive “proficiency” for skills or training that a member already possesses.

Besides the June event a number of on line courses and audio-exchange seminars will be offered as well as access to other educational institutions’ relevant courses and programs. The curriculum may also offers lists of resource materials that the participant can read, review and purchase.

When will CSI U begin and what are the costs to attend?

The first University will open on June 26-28, 2003 in Philadelphia. More information on the cost to attend and the subsidy for specific attendees is available on the CSI University web site that can be found at www.csinet.org/csiuniversity/index.htm .

What can we do as Fellows?

We can become part of the process by becoming “Mentors” to our CSI Members. As Fellows we have a wealth of information about CSI to share on all chapter, region and institute levels as well as our business and professional expertise. We would work with that “Mentee” by giving them assistance and advise that they might need about learning the roles and responsibilities of CSI chairs and officers, proper preparation of reports, specialized committee work (e.g. -how to establish a trade show,) to name a few. They may also have questions relative to a specific business or professional problem that we could assist with.

Through the mentoring process, the culture, history and values of the Fellows of CSI can be entrusted to the next generation of CSI volunteers.

To become a part of the Mentor Program you can sign up on line at csinet.org/mentorquest and complete the MentorQuest survey and forward to the Institute.

Using our CSI, industry and professional backgrounds we can prepare a list of programs, topics and resources for the CSI University. Please contact Marie DeLucia at the Institute via email or telephone. Email: mdelucia.csinet.org or 1-800-689-2900 ext. 4745

In conclusion, participants in The CSI University will be better prepared for future leadership roles in CSI and within their businesses. The CSI University will be the members’ primary gateway to resources for programs, services, and the exchange of knowledge. They will have a well-defined path for progression as they pass through that gateway of knowledge to the design and construction industry and we as Fellows can help them through that gateway.

All Opinions expressed in the articles in this newsletter are those of the author and the opinions do not represent the Construction Specifications Institute, the Editor or the Publisher.

TO:

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Annual Financial Report – The FELLOWS Newsletter

As of 6/30/2002

Total Receipts: \$300.00

Expenditures (printing and postage, including returns remailed):

Vol. 2, No. 1 - Feb 02 70 copies \$67.55
Vol. 2, No. 2 - May 02 65 copies \$60.54

Total expenses: \$128.09

Balance: \$171.91

Gilman Hu, FCSI
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Replacement Ribbons:

Bill Brightbill has a small supply of “Replacement Ribbons” for the Fellows Medal. They are 2-stripe green-white. The cost is \$7.50 each including postage and handling. Orders should include a check made payable to William R. Brightbill, FCSI, CDT and sent to him at 302 Lori Drive; Harrisburg, PA 17112-3200.