

**Report of Activities and Observations from the
2017 ASCE Regions 3, 6 & 7 - Multi-Region Leadership Conference
to the Akron-Canton Section**

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Tim Gilbert represented the Akron-Canton Section at the 2017 Multi-Region Leadership Conference (MRLC17) in Minneapolis, Minnesota, Feb. 3-4, 2017. Tim attended several sessions that focused on leadership within ASCE.

Several students from the University of Akron attended the conference events related to student and/or younger members. This report is limited to the leadership portions of the conference.

Executive Summary

The conference successfully provided an opportunity for ASCE leaders to learn more about the vision, initiatives and structure of ASCE. Attendees gathered information concerning:

- The structure and vision of ASCE;
- Coordination of ASCE national activities with Section/Branch activities;
- ASCE Region, Section Branch organization activities;
- Educational sessions relating to leadership and trust;
- Opportunities to build relationships with other representatives.

Daily Activities Friday February 3

This first day of MRLC included several sessions that presented a broad overview of ASCE: its organization, its goals and the roles of its leaders. The day began with registration and a continental breakfast at 7:15 where attendees were able to make preliminary introductions and pick up conference materials.

The sessions for the day began after breakfast. The following is notes, in agenda format, provide highlights of the presentation in the order of occurrence.

7:45 – 8:15: Welcome

Moderator: Don Wittmer, P.E., M.ASCE, Chair, Leader Training Committee
Presenters: George Ghareeb, P.E., M.ASCE, Region 3 Director
Jim Hall, P.E., M.ASCE, Minnesota Section President
Norma Jean Mattei, Ph.D., P.E., F.SEI, M.COPRI, F.ASCE, ASCE 2017 President
Tom Smith, ENV SP, CAE, F.ASCE, Executive Director

Notes:

- Since 1852, ASCE now has members in 177 countries (of 196)
- 27,000 non-domestic members
- ASCE Collaborate is new online community for members
- Strategic Initiatives:
 - The Grand Challenge:
 - Raise the Bar
 - Sustainable infrastructure
- The release of Infrastructure Report Card is due in March
- Looking to bring ASCE 7 online. Initially, the current versions & eventually, all versions
- Link to slides: <https://goo.gl/i2p8Q5>

Daily Activities (Friday Feb. 3 continued)

8:15 – 9:15: The ASCE Adventure: Learn about the ins and outs of ASCE including the organization, structure, and internal workings

Moderators: Monica Sartain, P.E., M.ASCE, Leader Training Committee
Aaron Frits, P.E., M.ASCE, Leader Training Committee
Presenters: Nancy E. Berson, Director, Geographic Services Staff
Jennifer Lawrence, Senior Manager, Geographic Services Staff

Notes:

- Look for social media hash-tag #MRLC17
- ASCE has 275 support staff at headquarters
- ASCE Foundation: helps with fundraising; advocates for infrastructure; supports concrete canoe & steel bridge competitions
- Dr. Norma Jean Mattei was appointed to Mississippi River Commission
- To help graduation students, ASCE publishes “Engineers Guide to Pre-Licensure Experience”
- ASCE consists of ten regions: 9 in the US and the tenth comprises all members outside of US
- ASCE supports the Order of the Engineer, which has over 5,200 members
- The 2018 ASCE Conference will be in Denver

8:15 – 9:15: The ASCE Adventure (notes continued):

- The 2018 ASCE Conference will be in Denver
- SEI (Structural Engineering Institute) is the ASCE institute with the most members
- Grants are available to help students transition to full membership
- “Dream Big” is inspirational film focused on building our world

9:35-10:35: ASCE Initiatives

Moderator: Nancy Cline, P.E., M.ASCE, Region 6 Director
Presenters: Darren Olson, P.E., M.ASCE, Region 3 Governor, Sustainable Infrastructure
Gerald (Jerry) Buckwalter A.M.ASCE, Industry Leaders Council
David Peterson, P.E., F.ASCE, Chair, Raise the Bar Committee

Notes¹:

- Sustainable Infrastructure
 - Need to modernize & maintain aging infrastructure. Some water systems date back to Civil War era
 - Collaborate with ASCE Committee for America’s infrastructure and with ASCE COS The Committee on Sustainability

¹ Visit the ASCE Initiative web page at: http://www.asce.org/our_initiatives/

Daily Activities (Friday Feb. 3 continued)

9:35-10:35: ASCE Initiatives Notes (continued)

- Develops ASCE's Report Card for America's Infrastructure,
 - First released in 1998, updated every 4 years
 - Deteriorated infrastructure costs: taxpayers \$3.9T/yr.; business \$7T/yr.; \$3,400 per family per year
 - Repairs would generate 2.5M jobs
- Supports states in their efforts to create report cards
- Prepares infrastructure policy reports
- Works with The Institute for Sustainable Infrastructure to help develop and its rating tool— Envision
- Support the effort by:
 - Sharing the ASCE Report Card
 - Becoming a Key Contact
 - Preparing a state report card
 - Establish local sustainable infrastructure committees
 - Host a workshop
 - Attend ASCE's International Conferences on Sustainable Infrastructure (ICSI) on Oct. 26-28, 2017
- Link to slides: <https://goo.gl/Oy0KGv>
- Raise the Bar
 - Vision 2025: Civil engineers are entrusted by society to help ensure for public health and safety
 - ASCE Policy Statement 465 – Academic Prerequisites for Licensure and Professional Practice. The number of credits colleges require for a degree is lower than ever and will continue to drop.
 - Licensure is under attack. Six states had legislative initiatives to eliminate licensure.
 - The Raise the Bar effort needs help. Visit www.raisethebarforengineering.org.
 - Link to slides: <https://goo.gl/pCyxCy>
- The Grand Challenge: Reduce life cycle cost of infrastructure 50% by 2025
 - Since 1900, US average lifespan increased 30 years, 20 of those years are attributable to civil engineering
 - Sustainable approach to America's infrastructure is needed to:
 - Achieve economic potential
 - Improve global competitiveness
 - Increase resilience
 - Maximize the economic benefit
 - Must take a broader perspective to attain goal
 - Learn more at: ascegrandchallenge.com.
 - Link to slides: <https://goo.gl/tlfjI0>

Daily Activities (Friday Feb. 3 continued)

10:35 – 10:45: The Evolving Civil Engineering Team

Moderator: Chris Rousseau, P.E., M.ASCE, Region 3 Governor
Presenter: Joe D. Manous, Jr., Ph.D., P.E., D.WRE, F.EWRI, F.ASCE, Civil Engineering
Body of Knowledge Task Committee

Notes:

- Looking at three distinctions
- Civil Engineer
- Civil Engineering Technologist
- Civil Engineering Technician
- Universities have Civil Technology programs, not strongly advocated by universities
- Technologists and Technicians have roles in the work environment.
- Many engineers start with CAD or BIM, rather than applying technical content from college
- Read more at: asce.org/CE-Technologist-BOK
- Link to slides: <https://goo.gl/uG77mi>

10:45 – 11:50: Region Breakout Session

Leader: George Ghareeb, P.E., M.ASCE, Region 3 Director

Notes:

- Met with attendees from all across Region 3
- Most time was spent arranging ourselves into order based on place of birth distance from MRLC venue
- Answered trivia questions about ASCE and Minnesota
- Mentioned ASCE Congress on Technical Advancement, Sep. 10-13, 2017, Duluth MN

12:00 – 12:55: Lunch

Moderators: Monica Sartain, P.E., M.ASCE, Leader Training Committee
Brian Meluch, P.E., M.ASCE, Region 3 Governor
Presenters: Kristina Swallow, P.E., ENV SP, F.ASCE, ASCE 2017 President-Elect

Notes:

- During lunch Ms. Swallow shared some of her background and discussed how her involvement in ASCE evolved.
- Say “yes” when asked – it opens up opportunities
- Look past problems to find for solutions

12:55 – 1:05: Group Photo (see cover sheet)

Daily Activities (Friday Feb. 3 continued)

1:10 – 2:45: Building Trust

Moderator: Jerry Paz, P.E., M.ASCE, Region 6 Governor
Presenter: Kelly Dooley, P.E., M.ASCE, Director, Raise the Bar
Jim O'Brien, P.E., M.ASCE, Managing Director, Leader development

Notes:

- Leadership is the art, science, and craft of influencing others to achieve a common goal and improve an organization.
- Power of leadership comes from followers
- Trust is critical to influence, which is critical to leadership
- Trust is belief that someone/something is good, honest, effective and reliable
- Five waves of trust (from *Speed of Trust* by Stephen M.R. Covey)
 - Self-trust (credibility)
 - Relationship trust (consistent behavior)
 - Organizational trust (alignment)
 - Market trust (reputation)
 - Societal trust (contribution)
- “Self-trust is the first secret of success.” – Emerson
- Self-trust is built on a foundation of credibility. Credibility includes character and competence.
 - Character is built on integrity and intent. Integrity – acting in line with values. Intent – demonstrated by behaviors
 - Build integrity by aligning behavior with commitment
 - Improve intent by checking & improving your motives
 - Competence is built on capabilities and results. Capabilities - talents, attitudes, skills, & knowledge. Results – record of performance
 - Increase capability by focusing on your strengths
 - Improve results by being responsible for results; expecting to win.
- Engaged in value prioritization exercise. In this exercise Tim identified “Honesty/Integrity” as a top value. Many other attendees made the same choice.
- Link to slides: <https://goo.gl/zmvqME>

Daily Activities (Friday Feb. 3 continued)

3:05 – 3:50: Society Leaders Q&A

Moderator: Marsia Geldert-Murphey, P.E., M.ASCE, Region 7 Director
Presenter: Norma Jean Mattei, Ph.D., P.E., F.SEI, M.COPRI, F.ASCE, ASCE 2017 President
Kristina Swallow, P.E., ENV SP, F.ASCE, ASCE 2017 President-Elect
Tom Smith, ENV SP, CAE, F.ASCE, Executive Director

Notes:

- Q: How does ASCE include structural engineers?
- A: SEI is one of the first ASCE institutes and is the institute with the greatest number of members (over 30,000). ASCE seeks to speak with one voice for civil engineers and avoid splintering efforts among sub-divisions within the profession
- Q: How does being ASCE President affect your “usual work?”
- A: The President has some discretion about the amount of work to provide ASCE, but Dr. Mattei is “all-in.” She has been able to arrange her workload to accommodate all the ASCE efforts & associated travels. Ms. Swallow is able to take time away from work without pay, but is also “all-in.”
- Q: Do institutes compete with ASCE for members’ time?
- A: ASCE sees the institutes as a strength
- Q: Is there a plan to help states or counties create an infrastructure report card?
- A: ASCE has a program to help with governmental relations
- Q: Please clarify the Raise the Bar (RTB) initiative & provide an update.
- A: ASCE has asked the RTB team to take an introspective look in light of past results (few) and some state efforts to remove/reduce licensure requirements. RTB is reconsidering what post-graduate experience should be advocated in light of the fact that many engineering graduates engage in a wide array of professional endeavors (e.g. an MBA might be appropriate for engineering manager).
- Q: Have you met with the new Secretary of Transportation?
- A: Sec. Chao has made the initial contact with ASCE and a meeting is expected.
- Q: Reflecting on past failures with a civil engineering association (e.g. Kansas City Hyatt), what will be done with regard to the Flint, MI water problem?
- A: “Never waste a good disaster;” it opens up opportunities for change. The society needs to be ready to address problems as they develop.

Daily Activities (Friday Feb. 3 continued)

4:00 – 5:25: ASCE Resources

Moderator: Erin Steever, P.E., M.ASCE, Region 7 Governor
Presenters: Nancy E. Berson, Director, Geographic Services Staff
Jennifer Lawrence, Senior Manager, Geographic Services Staff
Tara Hoke, Esq., General Counsel
Veronique Nguyen, Online Community Manager
Elizabeth Keckeris, Social Media Manager

Notes:

- ASCE Geographic Services Department (GSD) provides support to section and branch leadership
- ASCE Geographic Units Facebook group.²
- Section and Branch Operations Handbook³
- Section and Branch Action Calendar, 2017-2018⁴
- The Ask Counselor Tara resource page
- Section and branch best practices
- Online speakers bureau
- Risk management advice: contact review, waivers.
- Legal support; liability protection for volunteer activities
- ASCE is IRS 510(c)(3) organization. It is banned from political activity, but can lobby if it is not a significant activity for the organization.
- Provides sample by-laws and constitutions
- Spring and fall Region/Section/Branch webinars
- Best practices conference calls
- Section and Branch annual report form
- Pre-college outreach support
- Legislative tracking nationally and at every state with respect to ASCE policy statements
- Pizza party reimbursement
- ASCE Official Register is a free download
- New ASCE Collaborate electronic forum
- Link to slides: <https://goo.gl/m3mw4s>

² Link to group: <https://www.facebook.com/groups/GSDASCE/>

³ Link to handbook: <https://goo.gl/HkJuS6>

⁴ Link to calendar: <https://goo.gl/02fNmq>

Daily Activities (Friday Feb. 3 continued)

5:30-9:30: Dream Big Sneak Peak

After the sessions for the day, attendees had the option to attend a special preview of the inspirational film “Dream Big” at a local dinner theater. The evening provided a great opportunity to speak with other members and with the ASCE leadership.

Before the preview, Tim was fortunate to share a table with several ASCE leaders, including President Mattei.



The film looks to be a truly inspirational view of engineering’s influence on the people involved and the world we live in. The segments previewed for the audience showed that ingenuity and perseverance can have great effects.

The organizers also noted that ASCE Regional Governors will have access to the film after its release in IMAX format. Sections and Branches where a local IMAX showing is not available, may request a showing.

End of Friday February 3 activities

Daily Activities Saturday February 4

7:45 – 8:30: Coffee with the 2018 President-Elect Nominees

Moderator: Carol W. Bowers, P.G., CAE, Hon.D.GE, ENV SP, M.ASCE, managing Director
Member Communities

Candidates: Kancheepuram N. Gunalan, PH.D., P.E., D.GE, F.ASCE
Robin A. Kemper, P.E., LEED AP, F.SEI, F.ASCE

Notes:

- Both candidates shared their vision for the organization and the future of the profession
- Both responded to audience questions and referred to information available online.
- K. N. Gunalan online vision statement: <http://www.asce.org/templates/person-candidate-detail.aspx?id=23354>
- R. A. Kemper online vision statement: <http://www.asce.org/templates/person-candidate-detail.aspx?id=18682>

8:30 – 9:25: Brain Teaser Group Activity

Moderator: Carl Sutter, P.E., M.ASCE, Region 3 Governor

Presenter: David Peterson, P.E., F.ASCE, Chair, Raise the Bar Committee

Notes:

- Each table was provided with the same logic puzzle and asked to solve it as a group⁵
- It provided clues to five sets of circumstances, with only one solution fitting the given clues.
- Solving the puzzle required participants to use deductive logic to eliminate various items from consideration, then using those deductions to make further conclusions
- Participants were asked to work as a group and those who solved the puzzle first were given nominal awards
- *Opinion of Tim Gilbert: This exercise did not value contemplative thought. It encouraged the most outgoing and dominating members of each table to speak up (not that they would be wrong). In doing so, a “group think” approach gains traction. Psychology has shown that in group settings, outliers who normally take time to contemplate tend to go along with the rest even if the conclusion is not rational. Late in this particular exercise, out group repeated made note of one of our earlier conclusions- I requested “please remind me of how we concluded ___ is true.” None of the team (which included ASCE President Elect K. Swallow) could do so.*

⁵ Link to copy of blank brain teaser: <https://goo.gl/bk7qpf>

Daily Activities (Saturday Feb. 4 continued)

9:30 – 10:15: Change and Innovation

Moderator: Patricia Frayre, P.E., M.ASCE, Region 6 Governor
Presenter: Doug Knapp, P.E., M.ASCE, Leader Training Committee

Notes:

- Barriers to change
 - Personal reluctance
 - Physical space
 - Communication
 - Apathy
 - Steep learning curve
 - Setbacks
- Overcoming barriers
 - Leadership
 - Motivation
 - Setting effective goals
 - Risk analysis
- Innovation
 - Provide rationale
 - Empowerment
 - Lead by example
- The Supercharge Your Career program offers guidance, training and practical leadership and management concepts for civil engineers with less than 10 years of experience⁶.
- Link to slides: <https://goo.gl/710lzc>

10:35 – 12:10: “Best Practices” Focus Sessions: Five different breakout sessions were offered and attendees selected two. The sessions included: Membership; Creating a Successful Section/Branch Website; The ASCE Report Card and how to Engage Your Members; Legal Best Practices; and Outreach Best Practices. Tim attended the sessions on website and outreach. Notes are below:

10:35 – 11:20: Creating a Successful Section/Branch Website

Moderator: Jeremy Stahle, P.E., M.ASCE, Region 7 Governor
Facilitator: Nichole Witushynsky, P.E., M.ASCE, Wichita Branch

Notes:

- ASCE national covers the use of Constant Contact for Section/Branch
- Constant contact template is highly customizable. Template can include links to social media for Section/Branch: Facebook; Twitter; YouTube; etc.
- Template can show local sponsors
- Google offers a suite of services free to nonprofit organizations:
<https://www.google.com/nonprofits/>

⁶ Link to “Supercharge Your Career”: <http://www.asce.org/Supercharge-Your-Career/>

Daily Activities (Saturday Feb. 4 continued)

11:25 – 12:10: Outreach Best Practices

Moderator: Jeff Young, P.E., M.ASCE, Region 7 Governor
Facilitators: Michelle Williams, AM.ASCE, Minnesota Section
Jordan Pettibone, P.E., M.ASCE, St. Louis Section

Notes:

- Send individual emails asking for attendance or involvement to get better response than bulk email
- E-week has options to engage people
- Target the efforts to a particular group: pre-college, college, young members, etc.
- ASCE Governors will have a copy of Dream Big to help Section/Branch
-

12:15 – 12:35: Leadership Lunch

Moderators: Darren Olson, P.E., M.ASCE, Region 3 Governor

Notes:

- Thoughts on leadership and encouragement to those in attendance
- Recognition of students and young members

12:35 – 1:25: ASCE Industry Leaders Council Keynote: “WHAT MAKES A LEADER?”

Moderator: Don Wittmer, P.E., M.ASCE Chair, Leader Training Committee
Presenter: Gerald (Jerry) Buckwalter A.M.ASCE, Industry Leaders Council

Notes:

- Leadership is a learned skill, not innate ability
- Involves vision, character & “growing” people
- Myths: must be a genius, “you’re born with it”, learned via education, requires risk
- Truths: be thoughtful, be curious, be open to the unexpected
- Must have a vision (a.k.a. Why)
- Embrace change
- ASCE Grand challenge requires innovative leadership
- ASCE Innovation Contest 2017 is based on a “Shark Tank” format⁷.
- Link to slides: <https://goo.gl/5MzDr4>

⁷ Link to ASCE news on “Shark” type format: <http://news.asce.org/asce-innovation-contest-to-give-winners-a-shark-bite/>

Daily Activities (Saturday Feb. 4 continued)

1:30 – 2:20: Professional Ethics

Moderator: Rhett Groenvelt, P.E., M.ASCE, Region 3 Governor
Presenters: Tara Hoke, Esq., General Counsel
Steve Starrett, Ph.D., P.E., D.WRE, F.EWRI, F.ASCE Committee on ethical Practices

Notes:

- Provided facts for several situations and asked for thoughts from attendees
- What is ethics:
 - A system of moral principles
 - Rules to set right and wrong
 - List of professional responsibilities
 - Duties owed to others and/or society
- Ethics and laws can draw the line between acceptable and unacceptable in different places
- Engineers have responsibilities to:
 - The public
 - The environment
 - Other professionals
 - Clients/employers
 - Public agencies
- ASCE code of ethics⁸ has 7 cannons. The 4th (Act as a faithful agent) can conflict with the others in certain circumstances.
- Link to slides: <https://goo.gl/IVvXBT>

End of Saturday February 4 activities

⁸ Link to ASCE Code of Ethics: <http://www.asce.org/code-of-ethics/>

List of Reference Documents from Conference⁹

Item and Link	Notes
2017 MRLC Attendee Booklet https://goo.gl/mAfyJo	<ul style="list-style-type: none"> • Agenda • Roster of Region 3, 6, and 7 Officers • Roster of Training committee • Roster of Staff in attendance • Hotel floor plan
Welcome to MN https://goo.gl/xWScwL	<ul style="list-style-type: none"> • How to speak Minnesotan • Fun facts • Minneapolis downtown guide • Public transit map
List of conference attendees https://goo.gl/RwNpn4	<ul style="list-style-type: none"> • Roster of conference attendees with contact data
The Vision for Civil Engineering in 2025 https://goo.gl/njsc8J	<ul style="list-style-type: none"> • Booklet describing an aspirational goal for the civil engineering profession as practiced worldwide in the year 2025 <ul style="list-style-type: none"> ○ Planners ○ Stewards of the environment ○ Innovators ○ Risk managers ○ Leaders • Prepared in 2006
Achieving the Vision for Civil Engineering in 2025: A Roadmap for the Profession https://goo.gl/hFmtAS	<ul style="list-style-type: none"> • Booklet provides an outline to achieve the goals set forth in <i>The Vision for Civil Engineering in 2025</i> • Appendices provide some more specific actions and tactics • Prepared in 2009
ASCE Guidelines for Engineering Grades https://goo.gl/1PrD8a	<ul style="list-style-type: none"> • Suggested classifications for engineering career progression with provisions for <ul style="list-style-type: none"> ○ Responsibilities ○ Education, ○ Titles ○ Etc.
Engineers Guide to Pre-Licensure Experience https://goo.gl/xn1SPn	<ul style="list-style-type: none"> • Flyer outlining the process to advance one’s career by becoming licensed. • ASCE Policy 465: https://goo.gl/2W9Mxo

⁹ Note – These are separate files from those linked in the body of this report.

List of Reference Documents from Conference¹⁰ (continued)

Item and Link	Notes
Civil Engineering Club Guide https://goo.gl/YskRKQ	<ul style="list-style-type: none"> • Part of a pre-college outreach program • How a Civil Engineering club works and how to set one up • Guidelines and suggested activities • Bridge & tower exercises
Pre-college outreach flyers https://goo.gl/6Juajf	<ul style="list-style-type: none"> • Flyers for promoting the civil engineering profession • Grades 3-4 • Grades 5-6 • Grades 7-8 • Grades 9-12
ASCE Ethics Guidelines for Professional Conduct for Civil Engineers https://goo.gl/lwBefY	<ul style="list-style-type: none"> • Booklet regarding the ethical codes and obligations s of civil engineering <ul style="list-style-type: none"> ○ Purpose ○ Definitions ○ Guidelines ○ Responsibilities ○ ASCE code of Ethics ○ Additional resources
Ethics Resources https://goo.gl/x21EgU	<ul style="list-style-type: none"> • ASCE Webinars • ASCE ethics resources <ul style="list-style-type: none"> ○ ASCE General Counsel ○ ASCE Ethics hotline (800-548-2723 x6151) ○ Videos ○ Brochures • Resources from other organizations
Shared photos https://goo.gl/yxCnFO https://goo.gl/gmFeqQ	<ul style="list-style-type: none"> • Photos taken at the MRLC by organizers <ul style="list-style-type: none"> ○ CRYMC ○ MRLC Banquet ○ MRLC Curling outing • Award and group photos from ASCE (link also includes the presentations from the conference)

END OF REPORT

¹⁰ Note – These are separate files from those linked in the body of this report.