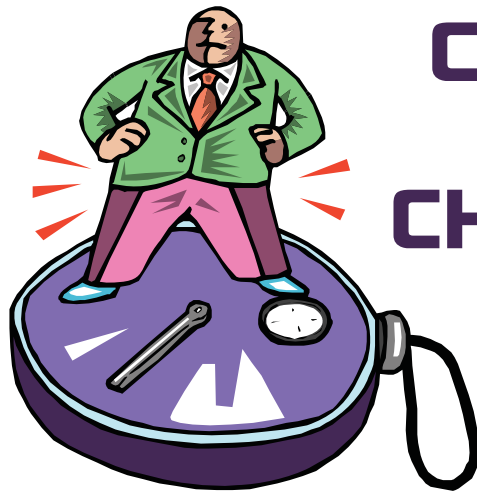




Also Inside: REGION NEWS • CHAPTER NEWS • MEMBER NEWS



COACHING THE CHARACTER

By
Tim Tokarczyk
and
Chip Toth

Ultimately, it is up to individual leaders to make the commitment to coach their people. Those who do make that commitment will find that coaching generates amazing results.

Bill, president of a midsized construction company, was known to be agreeable with his directors and peers when in person, or at least apparently agreeable, yet prone to head in his own direction. He would tell others one thing, then go do another. Bill’s mentor advised him to get coaching as soon as possible. He felt like someone had just told him that his hygiene was bad and he needed to invest heavily in Listerine. “Coaching?” he thought to himself, “Coaching is for people who are really messed up, employees who are high-maintenance.”

Yet his mentor persisted, and Bill committed to securing an executive coach. Bill reports a year later: “I have learned that I have more influence as a leader than I once had thought. People watch me all the time and take their cues from my actions as well as my words. Further, my recent effort to bring intentional praise and recognition to my people has been well received. The emotional climate of our company has become more positive and collaborative. Most importantly, through executive coaching, I have become more aware of who I am, my strengths and weaknesses, and how to leverage the one while finding compensation for the other. Finally, I am happy that the new beliefs and behaviors I have learned through executive coaching have become second nature for me, as I can barely recognize the person I once was.”

“Coaching is about helping people slam shut the gap between what they’ve got now and what they want for themselves.”

— Inc., June 1997

EXECUTIVE COACHING

Executive coaching has emerged as a billion-dollar industry, serving the needs of a wide array of clients and companies. Executive coaching can be defined as “a collaborative relationship focused on equipping people to more fully develop themselves while facilitating a shift in their knowledge and behavior.” Further, it is a confidential, individually tailored engagement designed to meet the needs of both the leader being coached and the organization paying for the service.¹

Executive coaching is geared toward creating sustainable leadership growth and development.

Leaders in the industry unfamiliar with executive coaching may think back to experiences they have had with coaches—most likely a softball or basketball coach. If positive, that coach brought you to a higher level of athleticism than you were capable of reaching on your own. However, executive coaching is fundamentally different from the relationship you had with your sports coach or other types of coaching. Executive coaching takes a unique approach and assumes an equal relationship between the executive and the coach, with the aim of helping that executive discover and develop his or her own path toward optimal performance in an organizational context. Many leaders across the industry have achieved exceptional results through working with an executive coach. Executive coaching is geared toward creating sustainable leadership growth and development.

Executive coaching can take a number of forms. For example, FMI Coaching Advantage provides six-month coaching engagements, with client and coach meeting over the phone twice per month for 60-minute sessions. The sessions are lively discussions packed with encouragement, resourcing, skill development, and insights. On the front end, the coach and client collaborate to build a personal and practical plan for developing the client. This plan, Coaching Metrics, provides a measurable and practical tool for holding both the client and the coach accountable for real progress toward shifting behavior and reaching the goals of the plan.

MORE ON BILL

As we discussed Bill's need for coaching with others, we were told that he had a character flaw! He would tell others one thing, then go do another. If you chose one word to label this flaw, what first comes to mind? Dishonesty, deceit, and duplicity might be your words of choice. Yet when we met Bill, we found an individual with healthy character, genuine commitment to his company and people, and a desire to act with integrity. You may ask, "How do we explain the discrepancy between what we observed and what others experience?" Two words: blind spot. Bill had absolutely no awareness that he was creating mistrust and dissonance with his superiors and peers. The people he most cared about felt deceived and had little or no respect for him. Yet, with the help of a multirater assessment and a professional debrief, Bill now had the gift of feedback. Bill was no longer blind to his blind spot! He had taken the first critical step to grow and develop: He became self-aware.

That should settle it, right? Give the man feedback, give him the business case and return on investment for correcting his issue, prescribe a treatment of two transformation pills per day for 60 days, then send him back to work. We wish! Bill needed a coach, a professional change agent to walk him through the thought and behavior transformation process.

"The goal of coaching is the goal of good management — to make the most of an organization's valuable resources."

*— Harvard Business Review
November–December 1996*

thought they wanted to hear rather than what they needed to hear. Bill identified a few fears that were sabotaging his relationships and organization. Next, Bill began to keep a log in which he recorded both wins and losses related to this new behavior of honesty. In the

process. In addition, Bill was now ready to commit to the difficult work of building a new set of skills to lead at a higher level.

Therefore, Bill and his coach created metrics that included a new set of behaviors consistent with virtues such as integrity, honesty, and faithfulness. This was coupled with identifying the forces that kept Bill from speaking the truth to others around him—telling them what he

log, Bill registered when he successfully spoke the truth fearlessly to others, and he also recorded when he was dishonest and made commitments he did not intend to fulfill. The log provided rich discussions for his coaching sessions. Further, to develop the new thinking (fearlessness and courage) and to drive the new behaviors (candor and honesty), Bill read specific books that addressed his challenge area. After six months of coaching, Bill has changed and is making a real difference in his company.

COACHING FOR CASH

While executive coaching has made great strides in the past decade to remove the stigma that once came with it, there are still some who believe that it is only for the high-maintenance employee. In fact, nine out of ten clients who approach a coaching organization do so with a request that goes something like this: "John is productive and makes our company a lot of money, but his interpersonal and social skills make Attila the Hun look friendly. We want you to fix him! No pressure, but you and he have six months!" And this request is reasonable, as there is a place for remedial coaching. Bill's story is an example of a positive remedial coaching outcome.

However, we want to raise the question of where you get the most "bang for your buck" for your coaching investment. Where do you get the most leverage for your coaching developmental efforts? Is it with High-Maintenance Marvin or High-Potential Pete? Your return on investment for the high-potential leader will dwarf all investments for the high-maintenance individual. Why? It comes back to a one-word definition for leadership: influence. Coach a true and emerging influencer within your organization, and you increase both the quality and quantity of his or her impact on your company's social, technical, and material capital. Many organizations throughout the construction industry struggle with leadership succession and filling their pipeline with enough qualified leaders to run the business successfully today—and in the future. So who are those high-potential leaders who will leverage the greater gains through executive coaching?

"Asked for a conservative estimate of the monetary payoff from the coaching they got, these managers described an average return of more than \$100,000, or about six times what the coaching had cost their companies."

— Fortune, 2001

COACHING IS NOT FOR EVERYONE

While executive coaching has worked effectively for many construction industry managers and leaders, it is a mistake to think coaching is a panacea—a quick fix for every “problem” employee or plateaued manager. Like all programs and processes designed to spark change in individuals, there are certain limitations to what coaching can do. The leader needs to be coachable, which means that he or she is open to coaching and is willing to work with an executive coach. Some clients are forced by upper management to take on an executive coach. The results from these situations are significantly less impressive. Unless the individual is willing to be coached and is open to making changes, the coaching process will have only a minimal impact at best.

Let’s take the case of Steve. Steve was in a leadership role in his company with a track record of bringing in large clients and revenue for his firm. A 360-degree feedback assessment on Steve found him to be almost too “clean.” There were no major problems with this leader, no flaws, and no areas for development. Yet, after several meetings, it was apparent that Steve had built his business within a culture of fear and intimidation. He himself was not humble, teachable, or willing to develop further. Coaching calls were filled with Steve letting his coach know that he had no issues and that his organization was flawless. The coach had a choice: to fall at Steve’s feet for extended worship or suggest pulling the

plug and aborting the coaching engagement. The coach chose the latter. It was a difficult discussion with Steve, informing him that coaching would be a waste of his company’s funds, for he was neither teachable nor willing to grow.

Decisions of this kind are serious, well-thought-through, and most painful to execute.

So what are the essential



For true transformation to take place during coaching, the clients need to display humility, have awareness of the problem with certain behaviors they exhibit, and be open and willing to make a change.

from reaching his or her full potential. For this reason, people with deep resentment, severe narcissism, ironclad beliefs, or a victim mentality are unlikely to benefit from coaching.² This is not to suggest that coaching cannot help with some of the character-related issues. If the individual in question is willing to look inward and admit to and take responsibility for his or her destructive or negative behavior or thinking, coaching may be able to generate positive results.

Finally, some organizations will engage an executive coach to address derailing behavior. This typically is used when an employee is a high performer and possibly a high-potential employee but has one or more particular behaviors holding him or her back. Often, leaders achieve a great deal of success because of the specific behaviors, attitudes, and values that they hold. However, their strengths can also turn into weaknesses. For example, leaders with incredibly strong work ethics are a great benefit to the organization. If this work ethic leads these employees to become workaholics and threatens to burn them out, that strength can also be preventing them from reaching their peak potential. Executive coaching would be an excellent option in this situation.

traits for maximizing a coaching engagement? For a client to be ready and willing to be coached, there are certain requirements that need to be met. For true transformation to take place during coaching, the clients need to display humility, have awareness of the problem with certain behaviors they exhibit, and be open and willing to make a change. Often, clients experiencing some level of pain—be it frustration with a lack of results, awareness of their leadership limitations, or even having their job be in jeopardy—are traditionally more willing to look inward and make necessary changes.

Coaching is not for everyone! Typically, leaders with significant character flaws or deep-seated behavioral problems are poor coaching candidates. Coaching is a process whereby the client must be willing to look inward and examine personal internal views, attitudes, values, and beliefs that may be preventing him or her

Coaches are not expected to tell others what to do, but to help them work through their concerns or issues to find solutions for themselves.

COACHING FOR DUMMIES!

All right. We know you are not a dummy. But let's just say you are interested in learning how to coach others in your organization but don't really know how to get started. Here are some practical guidelines:

- Get coaching yourself: Live the experience, then teach from that experience.
- Select a few employees who will be the focus of your coaching development effort for the next 12-18 months.
- Select F.A.T. people: Faithful, Available, and Teachable emerging leaders will leverage your developmental effort for real gain.
- Schedule meetings twice per month with your key people. We suggest 60 minutes for each coaching session.
- Use the following coaching format to get started:
 - 10 minutes — personal (check-in)
 - 20 minutes — business (projects, backlog, revenue, etc.)
 - 20 minutes — developmental input (personal growth areas worked on)
 - 10 minutes — logistical (action steps and schedule)
- Provide a mix of encouragement and challenge: Think a 3:1 ratio of encouragement to challenge.

WHO WOULDN'T WANT TO COACH?

We often work with leaders in the construction industry who appear a bit intimidated by the prospect of coaching others in their organization. These leaders sometimes feel overwhelmed by the responsibility inherent in coaching and are often nagged by the thought, "Well, I'm not perfect, so wouldn't it be inauthentic for me to try to tell others how to get better and improve?" Luckily, these fears are unfounded. No coach is perfect or has all the answers, and this will not prevent you from achieving impressive results. Coaches are not expected to tell others what to do but to help them work through their concerns or issues to find solutions for themselves. Often, sharing past experiences of failure can be a powerful coaching moment. You do not need to know everything to be a great coach.

Many industry leaders who have served as coaches have commented on what a powerful, rewarding experience it has been for them. Coaching can be a thrilling process whereby one partners with specific individuals to effect true-life change in them. While coaching focuses primarily on achieving business bottom-line results, many coachees have expressed the firm belief that coaching has not only affected them at work but improved their personal lives as well. True transformation does take place through coaching.

In this article, we have outlined some of the key guidelines for coaching others. We have provided you with specific tools, but now the most important step is up to you. As a coach, you must dive into those partnerships with both feet—and trust that with your knowledge and experience, you will help to transform the lives of those you coach. That is the power of coaching, and it is one of the most effective means of enacting change in individuals and in organizations. Ultimately, it is up to individual leaders to make the commitment to coach

their people. Those who do make that commitment will find that coaching generates amazing results.

Tim Tokarczyk is a consultant with FMI Corporation. He may be reached at 303-398-7260 or via e-mail at ttokarczyk@fminet.com. Chip Toth is formerly with FMI.

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- 1 Diane Coutu and Carol Kauffman, "The Realities of Executive Coaching," *Harvard Business Review*, January 2009.
- 2 Diane Coutu and Carol Kauffman, "What Can Coaches Do for You?" *Harvard Business Review*, January 2009.

REGISTER FOR THE 2011 RCI BUILDING ENVELOPE TECHNOLOGY SYMPOSIUM

Register for the Symposium on Building Envelope Technology being held on October 10-11, 2011, at the Westin Hotel in Charlotte, NC. This two-day educational program offers cutting-edge information regarding design, construction, maintenance, and repair of modern and/or older building envelopes. The event's open, inclusive environment encourages attendees to ask questions and stimulates dialogue. Speakers offer relevant solutions by referencing real-world examples and specific case histories.

Each registrant will receive a comprehensive proceedings book detailing program information. Breakfast, lunch, and breaks will be catered daily. There will be an informal social reception Monday evening.

Discount registration rates on or before September 15, 2011, are \$550 for RCI members, \$595 for nonmembers, and \$75 for students. Standard registration rates are \$595 for RCI members, \$640 for nonmembers, and \$75 for students.

Contact the Westin Hotel by September 15, 2011, to receive a special room rate of \$169 single/double occupancy; refer to the RCI Building Envelope Symposium.

For more information and to register for the symposium, visit the RCI Web site at www.rci-online.org.

NEWS TO USE



Planning for ASTM Symposium on Roofing Research and Standards Development Complete

By Walt Rossiter

A quarter of a century ago, in 1986, ASTM Technical Committee D08 on Roofing and Waterproofing hosted a technical symposium in conjunction with its fall task group and subcommittee meetings. The symposium was titled, "Roofing Research and Standards Development." The participants considered it to be quite informative and successful. Acknowledging the success, the D08 leadership recommended that plans be initiated for a follow-up symposium on the same subject. A second symposium took place, leading to the birth of the D08-sponsored symposium series that bears the same general title, "Roofing Research and Standards Development," which survives to this day. On December 4, 2011, the seventh symposium in the series will be held in Tampa, FL, in conjunction with D08 committee meetings December 5-7, 2011. I have been honored to have cochaired or chaired all symposia in the series except the first.

ABOUT THE SYMPOSIUM

The D08 committee has a firm commitment to providing a strong technical basis for its standards. In that regard, the symposia provide a forum contributing to the fundamental understanding of acceptable roofing and waterproofing performance. From a practical point of view, the availability of data can help accelerate the standards development process as decisions can be made on fact and not opinion. The primary emphasis for the upcoming symposium is on current research and its contributions to standards development work.

Consistent with the title of the symposium series, it is anticipated that the authors, as well as the attendees, will make recommendations identifying areas where standard specifications, test methods, and practices can be developed or improved in support of the proper selection and use of roofing and waterproofing systems. Discussions regarding the suitability of such recommendations for consideration in the ASTM standards development process are expected to ensue after the paper presentations.

All papers will be published in proceedings that will be available at the symposium for display and for order at a nominal charge. Session papers will cover a variety of subjects, including:

- Performance of thermoplastic polyolefin (TPO) roof membranes
- Development of a sustainability standard for flexible single-ply roofing
- Rheological properties of asphalts and their specification using dynamic shear rheometry (DSR)
- Principles of design and installation of below-grade and building-deck waterproofing
- Revisitation of protected membrane roof (PMR) systems
- Practical lessons learned from field studies of foam-adhered, rigid roof insulation boards
- Advantages and constraints of electrical conductance methods for locating leaks in roofing and waterproofing membranes
- A proposed test using light and heat for heat transfer through low-sloped roof assemblies
- Metal roof performance and durability

SPECIFICS ON ATTENDANCE

Attendance at the symposium will be free of charge for D08 committee members. A \$50 fee will be charged for non-ASTM members. In summary, the specifics for the symposium are:

- **Title:** Seventh Symposium on Roofing Research and Standards Development
- **Sponsor:** ASTM Technical Committee D08 on Roofing and Waterproofing (for details, see <http://www.astm.org/commit/committee/D08.htm> and click on the links to "Future Meetings" and "Next Symposium")
- **Date:** Sunday, December 4, 2011
- **Location:** Tampa Marriott Waterside, Tampa, FL

D08 members are expected to remain in Tampa after the symposium's conclusion to participate in the D08 committee meetings. The symposium is open to all roofing and waterproofing professionals. For RCI members who have not participated in a D08 standards development meeting but who have entertained the possibility, perhaps the symposium would be motivation to become involved.

REGION NEWS

REGION II MEETING A SUCCESS

Region II held a successful meeting on August 5 at the Marriott in Jacksonville, FL. Great educational presentations were given during the well-attended meeting, with approximately 75 registrants and 20 tabletop exhibitors.

Phil Zanghi, with Grace Construction Products, gave a presentation on “Understanding the Critical Elements of Below-Grade Waterproofing”; Ed Retzbach, with Tremco, Inc., presented “Delivering Energy-Efficient Air and Vapor Barrier Systems”; Richard Barnes, of Textured Coatings of America, presented “Heat-Reflective Exterior Wall Coating Systems”; Eric McKenzie, with Siplast, discussed the “Fundamentals of Lightweight Insulating Concrete Substrates”; and David Scheirer, with Johns Manville, presented “What Is New With Bituminous Roofing.” All of the presentations were excellent and provided attendees with great information about roofing, waterproofing, and exterior walls. The different topics were put together to discuss all aspects of the building envelope.



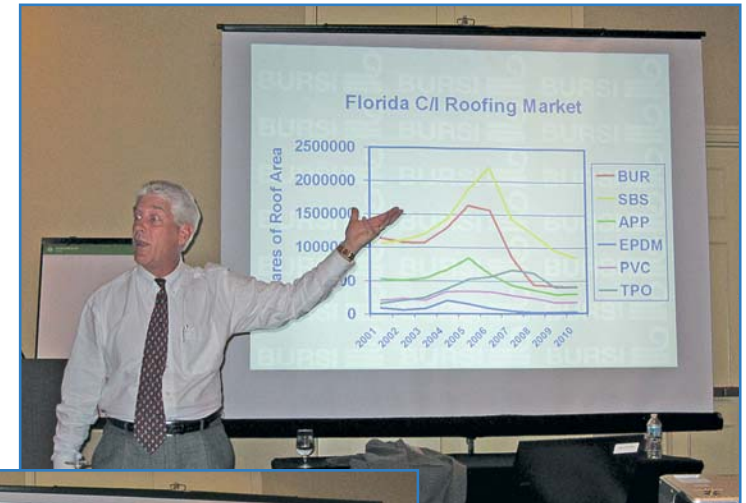
Phil Zanghi speaks to a full house about below-grade waterproofing.



Richard Barnes discussing reflective exterior wall coating systems.



Ed Retzbach presenting air and vapor barrier systems.



David Scheirer giving presentation on bituminous roofing.



During breaks, attendees networked with the tabletop exhibitors and other RCI members. A brief Region II meeting was held after lunch, and representatives from all four of the chapters in Region II spoke about their chapters, upcoming events, and the success that chapters continue to have in Region II.

We look forward to many upcoming events in Region II with its chapters.

REGION II continued on page 7

September 2011



Eric McKenzie speaking on lightweight insulating concrete.



Approximately 75 attendees filled the room during the presentations.

Be on the lookout for chapter meetings, golf tournaments, and RCI educational programs being held in Region II.

— **Robért Hinojosa, RRC, RWC, REWC, RBEC, RRO, PE**
Region II Director

CHAPTER NEWS

GREAT LAKES CHAPTER ATTENDS BASEBALL GAME



Comerica Park

On July 20, 2011, the Great Lakes Chapter held its annual Tigers baseball game outing. It was a blistering summer night at Comerica Park with a heat index of well over 100°F. The ballpark was celebrating “Christmas in July,” and although one wouldn’t know from the evening’s temperatures, those real snowflakes are right around the corner. In spite of the heat, it was a great turnout for the chapter, with 60 people in attendance. Unfortunately, the Tigers weren’t as hot as the weather. They lost to the Oakland A’s, 7 to 5.

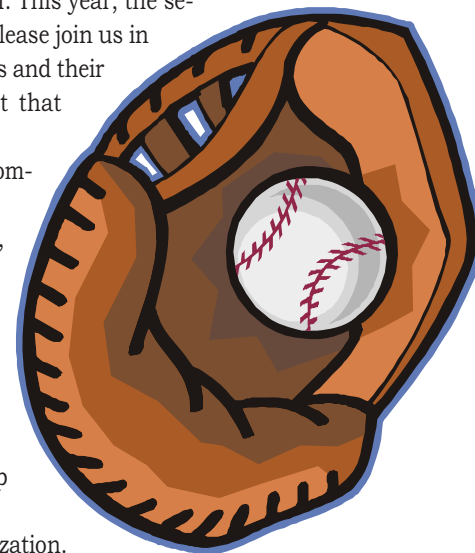
Don’t forget about the chapter’s charity golf outing coming up on September 26 at Walnut Creek Country Club in South Lyon, MI. This year, the selected beneficiary is Hospice of Michigan. Please join us in helping this organization to provide patients and their families the peace, comfort, and support that Hospice offers.

Please mark your calendar for the upcoming schedule of events:

- October 20: Fall technical session, MIRCA Apprentice Training School, Oak Park, MI
- December: Annual meeting and banquet, Walnut Creek Country Club, South Lyon, MI

Details will be sent to the membership well in advance of all scheduled events.

Volunteers are important to any organization. If you would like to help, please call Chapter President Ed Labus at 248-943-1684 or e-mail him at elabus@askbta.com.



— **Sue Baumberger**
Great Lakes Chapter Industry Director

COMING SOON!

LEADERSHIP WORKSHOP FOR CHAPTER VPs AND REGION DIRECTORS

Mark your calendars! The RCI Affiliated Chapter/Region Leadership Development Training Workshop will be held November 3-4, 2011, at the Embassy Suites Raleigh-Durham/Research Triangle in Cary, NC.

The purpose of the program is to provide training to improve leadership skills of chapter officers and region directors. The goal is to focus on the roles and responsibilities of chapters, region directors, and the relationship of one with the other. Chapter vice presidents and region directors are requested to attend.

More information will be distributed in the near future.

PLANS UNDERWAY FOR HAWAII WINTER WORKSHOP



The SoCal Chapter of RCI, Inc. invites you to learn, network, and enjoy the weather at the 12th Annual Hawaii Winter Workshop at the Waikiki Beach Marriott Resort, January 23-24, 2012. This program is designed to improve the skills and knowledge base of construction professionals (consultants, architects, engineers, and contractors) practicing in roofing, waterproofing, and exterior wall consulting fields. Attendees will receive a workbook with papers on each presentation, 12.0 AIA LUs and/or 12.0 RCI CEHs, and breakfast and lunch each day of the program.

I also want to announce that after giving an average of 150 hours a year of my time over the last 11 years (and expecting the same this year) developing, managing, and marketing the Hawaii Winter Workshop, I have decided to give this time back to my family and retire from any future involvement in the development of the workshop. I thank everyone who has attended, presented, and/or sponsored this program in the past. It was your support that made the program a resounding success. I hope and pray that many of you will return to Hawaii one more time to attend the 12th annual workshop. This is not to say that there will be no more programs in Hawaii in the future. With the assistance of Colin Murphy, we are currently gauging the level of interest in setting up a potential Hawaii Chapter of RCI. Stay tuned for future announcements on this issue.

Although the final list of presentations is still being established, among the confirmed topics and speakers to be presented at the workshop are the following:

- Condensation: Using Thermography to Identify Temperatures in Wall and Roof Assemblies — *by Scott Wood, Scott Wood Associates, LLC, Gig Harbor, WA*
- Condensation-Related Wood Rot and Mold Growth: The Under-Appreciated Role of Air Intrusion — *by Phillip Dregger, FRCI, RRC, PE; Technical Roof Services, Concord, CA*
- Designing Single-ply Membrane, Cool-Roof Systems for Service and Durability — *by Thomas W. Hutchinson, FRCI, RRC, AIA; principal, Hutchinson Design Group, Ltd., Barrington, IL*
- Bonded Pull Tests Are Not Just for Your Roof Membranes Any-more; a Review of ASTM E2359 — *by Robért Hinojosa, RRC, RWC, REWC, RBEC, RRO, PE, CDT; Building Engineering-Consultants, Inc., Destin, FL*
- Wind Resistance of Perimeter Metal in Roofing: ANSI/SPRI ES-1 Is a Code Requirement — *by Bob LeClare of W.P. Hickman, Asheville, NC*
- Analysis of Roof Edge Failures: Case Studies From Hurricanes Katrina and Rita — *by Bob LeClare of W.P. Hickman*
- Rooftop Solar PV: Key Considerations for Success From a Roof Consultant's Perspective — *by Phillip Dregger, FRCI, RRC, PE; Technical Roof Services*
- Design Considerations for Open-Joint Rainscreen Cladding Systems — *by Stéphane P. Hoffman, PEng; and José Estrada, RRO, EIT; Building Engineering Group of Morrison Hershfield, Bellevue, WA*

Registration forms, abstracts for each session, and speaker bios are available for download at www.rcisocalchapter.org/events.html.

This year, the Waikiki Beach Marriott Resort is offering a group rate for accommodations at \$169+ per night for partial-ocean-view rooms. There is a limited number of rooms, so make your reservations now.

Contact John D. Shepherd, RRC, RRO, via e-mail at jds@shepherdconsulting.com with any questions about attending or exhibiting at the workshop.

If you have thought about attending this program in the past, I encourage you to do so this coming year. I look forward to seeing you all in Hawaii in January 2012. Aloha.

**— John D. Shepherd, RRC, RRO
Hawaii Winter Workshop
Education Committee Chairman**

RCI GROUP EXEMPTION FOR CHAPTERS: ANNUAL IRS UPDATE

As part of maintaining the RCI group exemption from the Internal Revenue Service (IRS), RCI must send updated information on its U.S. affiliated chapters to the IRS no less than 90 days before the end of the annual accounting period.

The current listing of chapters under the RCI group exemption as recognized by the IRS was sent to all U.S. RCI affiliated chapters for verification. We ask that chapters inform us of any changes in chapter officers and the street address of the chapter or of its president/other officer in care of whom chapter mail is sent no later than September 6, 2011. If your chapter is not listed in the group exemption, please contact Catherine Moon by phone at 1-800-828-1902 or by e-mail at cmoon@rci-online.org regarding this matter. We will work with you to include your chapter.

In addition, please be reminded that chapters are required to file their annual information return, Form 990, 990-EZ or 990-N (e-postcard that must be filed electronically) with the IRS, which is available for public inspection for three years after the due date of the return or date the return was filed. If your chapter's annual gross receipts do not exceed \$50,000, you should file the Form 990 return to ensure your chapter's tax-exempt status is maintained. If your chapter's gross receipts are more than \$50,000 each year, the chapter is required to file Form 990 – Return of Organization Exempt from Income Tax by the 15th day of the fifth month after the close of your chapter's tax year. For example, if your chapter's tax year ended on December 31, its form is due by the following May 15. The law imposes penalties for failure to file the 990.

On a separate but related topic, it is a good idea to check with the state in which the chapter's Articles of Incorporation are filed for any state tax regulations. Also, some states require annual renewal of an entity's Articles of Incorporation.

RCI SEEKS BOOTH VOLUNTEERS FOR CONSTRUCT 2011 TRADE SHOW

The RCI exhibit will be on display at Construct 2011, September 14-16, 2011, at McCormick Place/Lakeside Center, Chicago, IL. Volunteers are needed to help staff the exhibit in booth 717. Exhibit dates/hours are:

- Wednesday, September 14: 11:30 a.m.-4:00 p.m.
- Thursday, September 15: 11:30 a.m.-4:00 p.m.
- Friday, September 16: 10:00 a.m.-2:00 p.m.

If you would like to volunteer to help with the RCI exhibit, please contact William Myers, director of marketing communications, by e-mail at wmyers@rci-online.org, or by phone at 919-389-1088.

CALL FOR CANDIDATES

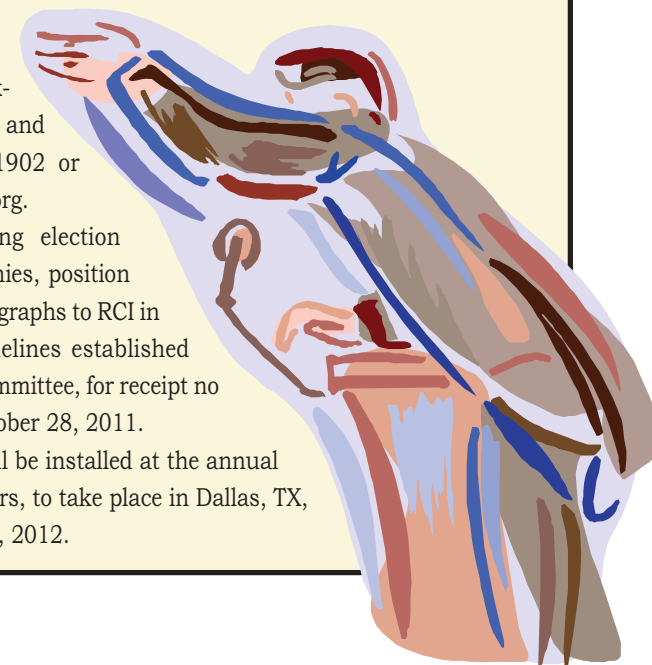
Nominations are being sought for the offices of first vice president, second vice president, and secretary/treasurer of RCI for the 2012-2013 term. Individuals interested in running for any of these offices or submitting names for nominations should send them to RCI at 1500 Sunday Drive, Suite 204, Raleigh, NC 27607.

While the offices of first and second vice president are preparatory for the office of president, the secretary/treasurer position is not a ladder position to the presidency. The position is elected annually, but the secretary/treasurer may serve a maximum of three consecutive terms. The Nominating Committee is currently soliciting nominations for the first vice president, second vice president, and secretary/treasurer positions.

Questions on qualifications for the offices may be directed to Albert J. Duwyn, FRCI, RRC, chairman of the Nominating Committee, IRC Building Sciences Group Ontario, Inc. at 905-607-7244 or aduwyn@ircgroup.com. Procedural questions should be directed to James R. Birdsong, executive vice president and CEO, at 1-800-828-1902 or jbirdsong@rci-online.org.

Candidates seeking election must submit biographies, position statements, and photographs to RCI in accordance with guidelines established by the Nominating Committee, for receipt no later than Friday, October 28, 2011.

Elected officers will be installed at the annual meeting of the members, to take place in Dallas, TX, on Monday, March 19, 2012.



MEMBER NEWS

WILEN ACCEPTS POSITION AT NRCA

Jason P. Wilen, AIA, RRO, CDT, has joined the National Roofing Contractors Association (NRCA) as a director of technical services. He is responsible for developing technical documents, responding to requests for technical assistance, coordinating with technical committees, and contributing articles to *Professional Roofing* magazine.

Prior to his employment with NRCA, Wilen worked for traditional and forensic architecture firms, most recently serving as vice president for the Chicago firm Brook Architecture.

Wilen holds a bachelor's degree in architecture from the Illinois Institute of Technology, Chicago, IL, and has been a licensed architect in Illinois since 2000. He is a past president of the Northern Illinois Chapter of the Construction Specifications Institute (CSI) and currently serves on the board of the Chicago Area Chapter of RCI. He is also a member of the RCI Document Competition Subcommittee. Wilen has been a member of RCI since December 2007.

McGRADY PROMOTED AT CARLISLE

Effective May 1, 2011, **Patrick McGrady** was promoted to the position of vice president of organization development and Carlisle Operating System (COS) at Carlisle Construction Materials. This newly created position includes all traditional human resources responsibilities along with organization change and design, talent development, performance management, and the COS. The COS is a lean initiative across both the manufacturing and business processes. The position responsibilities include Carlisle SynTec, Carlisle Coatings & Waterproofing, Hunter Panels, Insulfoam, and Versico.

As a result of this change, Michael McAuley has been named president of Insulfoam. He may be contacted by cell at 717-385-0407, office phone at 717-960-4025, and e-mail at mike.mcauley@insulfoam.com.

Regrettably, McGrady's new responsibilities will take him out of touch with external customers and industry organizations, as his job now is directed toward internal human resources and processes. The primary RCI contacts at Carlisle will be Mike McAuley on the Insulfoam side and Mike DuCharme on the commercial roofing side.

NEW RBEC (EARNED AUGUST 15, 2011)

Name	Company	State/ Province	Region
Warren R. French, FRCI, RRC, RWC, REWC, RBEC, PE	French Engineering, LLC	TX	III

MICHAEL E. CLARK & ASSOCIATES HAS MOVED

Michael E. Clark & Associates has moved to 4480 Riverside Drive, Ste. 21, Macon, GA 31210. The firm's telephone and fax numbers remain the same (phone: 478-471-6661; fax: 478-471-6690). Additionally, **Mike Clark, RRC, PE**, has changed his e-mail address to billieann-mecanda@mgacoxmail.com.

RCI 2012 DOCUMENT COMPETITION

**NEW
RCI DOLLAR\$
INCENTIVE!**



The winners of the 2012 RCI Document Competition will not only receive a plaque and recognition during the annual awards luncheon at the 27th RCI International Convention and Trade Show and publicity of their winning projects in *Interface* but also enjoy the following increase in the value of the RCI Dollars awarded to them. (RCI Dollars are awarded to nine winners in three categories: Large Project, Small Project, and Report.)

First-place winners receive 500 RCI Dollars.
Second-place winners receive 250 RCI Dollars.
Third-place winners receive 100 RCI Dollars.

RCI Dollars will be redeemable for any product or service provided by RCI or the RCI Foundation. RCI Dollars are redeemable by the award winner or by anyone specifically designated by the award winner. Use your winnings for yourself or to help a friend or colleague buy a reference book or attend a seminar!

The entry deadline for the 2012 Document Competition is October 31, 2011. There is no entry fee for the competition, which is open to all Professional, Professional Affiliate, and Quality Assurance Observer members.

NEW MEMBERS FOR JULY 2011

Name	Company	State/Province	Region	Category
Steven P. Bentz, RRC	Facility Engineering Associates, PC	VA	II	PA
Jeff M. Burns	Johns Manville	AL	II	IA
Joseph C. Cobb	Randleman Infrared	OH	I	QAO
Patrick Cody	AECOM	NSW	Int.	P
Thomas I. Converse	Renouveau Design, Inc.	OH	I	P
Brian K. Gamble	Building Exterior Solutions, LLC	TX	III	PA
Allen Gezelman	University of South Florida	FL	II	S
Cristal Green	Carlisle Coatings & Waterproofing	TX	III	IA
Jason M. Guldin, ASCT, GSC	Read Jones Christoffersen, Ltd.	BC	V	PA
Bryan Hash	R.B. Hash & Associates, Inc.	TX	III	I
Barry Kinakin	Read Jones Christoffersen, Ltd.	BC	V	PA
Thomas Krum	Thomas Krum Consulting, LLC	MI	III	P
Steve Marrero	ERICO	OH	I	IA
Matthew R. McElvogue, PE	Building Exterior Solutions, LLC	TX	III	PA
Matthew T. Mullins	Raymond Engineering-Georgia, LLC	GA	II	P
Joseph B. Noernberg	Johns Manville	CO	IV	IA
Leslie B. Peer, RRC, PhD, PEng	Read Jones Christoffersen, Ltd.	BC	V	P
Michael Petch	Roofchek Canada Inspection & Design Services	ON	V	P
Vincenzo Saponaro, PEng	Div 7 Building Systems	BC	V	I
John G. Schehl, CAE	RoofMax Consulting, LLC	IL	III	P
Tony Seraphin	Global Wrap, LLC	FL	II	I
Judith Seraphin	Global Wrap, LLC	FL	II	IA
Lee Showalter	Showalter & Associates	LA	III	P
Robert Solymos, PMP	ERICO	OH	I	I
Colin Szewaga	Air Barrier Association of America	MA	I	P
Guillaume Alexandre Vadeboncoeur, PEng	Levelton Consultants, Ltd.	BC	V	PA
Roger A. VandePoel	Tetra Tech	NY	I	P
Christopher Veach		NY	I	QAO
Craig V. Williams	PSI	FL	II	PA

MEMBERSHIP CLASSIFICATION KEY:

P = Professional, PA = Professional Affiliate, I = Industry, IA = Industry Affiliate, A = Associate, QAO = Quality Assurance Observer, FM = Facility Manager, S = Student, GL = Government Liaison