

FALL  
2009

# Bulletin

Volume 3 Issue 2

## Purpose

*The purpose of the Academy is to provide recognition to past and present industry leaders for their personal contributions to the engineering and construction industry.*



**Annual Meeting World Class in Wilmington!**



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The NAC annual meeting held Oct. 29-30, in Wilmington, Del., was truly world class. Business and committee meetings were held throughout the week, while guests participated in a wide array of tours and activities. Both members and guests had plentiful opportunities to share food, fun and fellowship.

The formal member induction dinner, held Oct. 29, focused on welcoming 10 outstanding colleagues to NAC membership. The annual business meeting was held Oct. 30, at the historic Hotel DuPont.

Following the very positive response to the increased level of fellowship and interaction among members and guests resulting from additional dinners and social events at last year's meeting in Bartlesville, we continued the tradition in Wilmington. The meeting was to begin with the annual golf outing at the DuPont Country Club on Wednesday afternoon. However, the weather forced a postponement until Thursday morning.

Other outings included tours of the Winterthur Museum and the Longwood Botanical Conservatory as well as a little local

*Continued on page 4*



**William "Bru" Brubaker**  
**2010 NAC President**

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**"This is just a start  
and the forums will  
help us identify and  
address the major  
issues we face every  
day in our industry."**

## ***From the President***

As events unfolded this year, it was clear NAC again had the right leader at the right time in Jim Porter. Accepting the baton from John Mihm, Jim's hard work all year led to what was, by all accounts, a hugely successful inaugural National Forum held right after the NAC Annual Meeting. Jim also pushed our training interests on Capitol Hill. I want to thank him for his outstanding dedication and service, not only for this past 12 months, but also for his sustained interest and solid leadership in NAC over the years. Jim embodies the exceptional qualities found in all the Academy members and his efforts are hugely appreciated.

Speaking of the National Forum, I can't let this moment pass without acknowledging the extraordinary efforts put into the event by Jimmy Slaughter and the core team of Hans Van Winkle, JJ Suarez, Edd Gibson, Jim Dalton, Doug Pruitt and John Mihm. Jim Porter has a separate article in this newsletter about the forum, but these folks deserve our thanks for their foresight and hard work. This is just a start and the forums will help us identify and address the major issues we face every day in our industry.

Richard Tucker and Jim Porter advised that nine of our 10 new members attended the Conference. I wish I could have extended my own personal welcome, but nevertheless extend greetings to John Dionisio, Ron Gafford, Bill Gilfillan, George Heery, Melissa Herkt, Lee McIntire, Bob O'Neil, John Schaufelberger, Matt Walsh and Duke Wright.

I understand the mini-symposium at the Annual Meeting was very well received. I want to extend a special thanks to Rich Little, Bill Badger, Richard Anderson, Ed Merrow, Jack Turner and Jim Porter for bringing focus to a selection of challenges and opportunities in our business regarding the workforce of the future, our environmental footprint, material shortages, advances in plant engineering, and what Washington, D.C., can do to help.

We have had some of our own internal issues to address this year. The Academy has grown to where it is a challenge for our volunteers and staff to keep pace, so we will be working on how

we might need to adapt for the coming years. Those of you who attended the Conference are aware the attendees approved an increase in the annual dues of \$100, which should help the discussion regarding sustainability of NAC.

I was delighted to learn Richard Anderson agreed to chair the 2010 Annual Meeting in New York City next fall, and will work with a group of members who live in and around NYC to get it organized. Please mark your calendars for October 28-29, and make plans to attend. I am already looking forward to it so I can see old friends that I missed this year, along with making new ones.

I know I have overlooked quite a few folks so important to NAC and were it not for their volunteer efforts, realize we would be in serious trouble. Please accept my 'bulk' thanks for everything you do and especially for your efforts this coming year serving on the Executive Committee, as NAC and Endowment Trustees, working on the Development Group, Liaison Committee, Strategic Planning and Membership committees. Of course, Richard Tucker is the bedrock under NAC and I always appreciate his enthusiasm, wisdom and great stories, too. Last, and by no means least, my special thanks goes to Vince Kontny for publishing such a great newsletter with each and every *Bulletin*.

In closing, I consider your election of me president for 2010 to be my highest honor, and although unable to attend the Annual Meeting this year, Jim Porter and Richard Tucker can tell you I tried to link up by phone to the executive committee meeting, but it just didn't work out. They can also tell you I was intensely interested to learn how the meeting went, and afterwards spoke separately to both of them. In any event, I was there in spirit, and though I will be in Cairo, Egypt, in 2010, I look forward to hearing from any and all of you with your ideas and thoughts for your Academy.

*Best wishes for a safe and memorable holiday season.*

*William "Bru" Brubaker*  
*2010 NAC President 2010*  
[williambrubaker@hillintl.com](mailto:williambrubaker@hillintl.com)





# NAC 2009 New Membership

**John Dionisio**



*“Exemplary leadership in advancing the state-of-the-art in management of transportation sector projects”*

**Lee McIntire**



*“Innovator and leader in design and development of the profession of construction management and program management”*

**Ron Gafford**



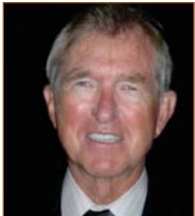
*“Recognized leader of a diverse group of companies and major contributions to professional and civic organizations”*

**Bob O’Neil**



*“Exceptional leadership in advancing the effectiveness of project delivery in the transportation sector”*

**Bill Gilfillan**



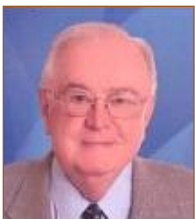
*“Decades of solid leadership through his companies and premier construction industry organizations”*

**John Schaufelberger**



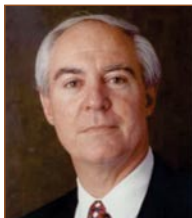
*“Outstanding leadership as a professor and author of textbooks, who brings his many years of industry experience into academia”*

**George Heery**



*“Innovator and leader in design and development of the profession of construction management and program management”*

**Matt Walsh**



*“Leadership through his company in advancing major underground and transportation projects, and through professional and academic organizations”*

**Melissa Herkt**



*“Industry leader in project management as an owner, and in control systems development through her company and industry research organizations”*

**Duke Wright**



*“Advancement of project delivery methods in both the military and private sectors, as well as academic and research organizations”*



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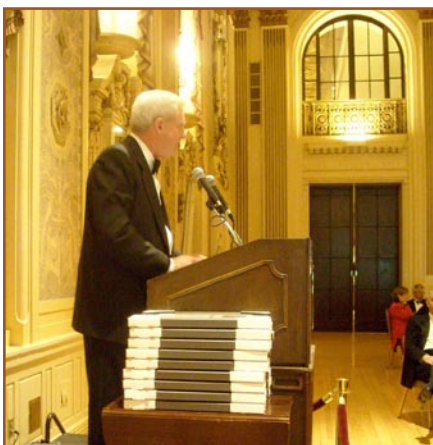
“tax free” shopping. Overall, approximately 50 guests participated in these events and, from all reports, enjoyed it immensely.

Approximately 60 members and guests also enjoyed a guided tour and dinner at the Brandywine River Museum on Wednesday evening. The tour highlight was Victoria Wyeth, granddaughter of the museum’s featured artist, Andrew Wyeth, who provided a very personal perspective as part of the tour. Concluding the meeting on Oct. 30, approximately 50 members and guests honored NAC members who had achieved special recognitions and made

significant contributions to the industry in the last year at a dinner in the Hotel DuPont’s Christiana Room.

Overall, both the business and social aspect of the NAC Annual Meeting proved to be successful. Approximately 80 members and guests attended. Thank you to everyone for making it such a memorable event. We look forward to seeing you all again in the “Big Apple” in 2010!

*Jim Porter*  
[porterjb@comcast.net](mailto:porterjb@comcast.net)





## Wilmington Business Meeting

The NAC business meeting was well attended with almost 70 percent of active members present. The meeting's objectives were:

- *Provide a collegial environment*
- *Induct new members*
- *Update members on:*
  - current initiatives/activities*
  - economy and it's impact on the construction industry*
- *Engage membership in discussions to:*
  - identify key industry opportunities and challenges*
  - propose new initiative areas*
  - Gain membership insight and support for actions to ensure NAC sustainability*

The agenda was highlighted by a mini-symposium on "Opportunities and Challenges for the Construction Industry in a Time of Stimulus and Renewal," which was designed and led by Rich Little. The presentations were followed by a very energetic panel discussion and responses to questions from the meeting attendees.

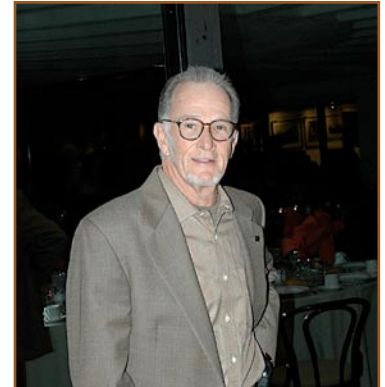
Key business transactions included election of officers and standing committee members (see last page for details), and approval of a new initiative focused on NAC's future sustainability that included formation of a "standing" Strategic Planning Committee.



Additional details on those items are covered in other sections of this publication. An increase in annual dues to \$350/year from \$250/year was approved. This is the first dues increase since NAC's formation more than 10 years ago, and it is primarily to fund support for a graduate student to provide administrative help for Alicia in our University of Texas office.

Everyone was canvassed for the names of future membership candidates, and those gathered, coupled with those from last year, have given the Membership Committee an outstanding group to consider for future nominees. However, we can never have too many good candidates, so please send the names of deserving individuals to JJ Suarez (jjsuarez@csagroup.com), next year's Membership Committee chairperson.

*Jim Porter*  
[porterjb@comcast.net](mailto:porterjb@comcast.net)



Vale



*He was well-known to have an exceptional grasp of science and technology, and as an extraordinarily approachable leader with a personal connection to his fellow employees. His door was always open, and for years Ralph and his dog, Charlie, welcomed the firm's staff to engage in conversations about the direction of the firm and broader issues facing the industry and society.*

## Ralph R. Peterson

Ralph R. Peterson died in his home Sept. 1, 2009, following a battle with cancer. Ralph was surrounded by his family and with the prayers and thoughts of those he touched around the world. He was 64 years old. Ralph was inducted into the National Academy of Construction in 2003, and was an active member, serving as chair of the Membership Committee and in other activities.

Ralph was best known as the former chairman and chief executive officer of CH2M HILL, a Denver-based Fortune 500 firm with more than 25,000 employees around the world. He joined the company as an intern and then as a surveyor in 1965 as the 148th employee hired; he never worked anywhere else. He was well-known to have an exceptional grasp of science and technology, and as an extraordinarily approachable leader with a personal connection to his fellow employees. His door was always open, and for years Ralph and his dog, Charlie, welcomed the firm's staff to engage in conversations about the direction of the firm and broader issues facing the industry and society.

During his long tenure with the firm, CH2M HILL grew from a regional engineering firm to a global leader in its industry, delivering such notable projects as the clean-up of the former Rocky Flats nuclear facility and the on-going expansion of the Panama Canal. As CEO, Ralph oversaw a dramatic growth in the company, increasing from \$500 million in annual revenue to nearly \$7 billion at his retirement.

Outside CH2M HILL's project success, one of his proudest accomplishments was shepherding the creation of an innovative ownership structure that enabled the company's employees to buy and sell stock on an internal market that maintained its

employee ownership and allowed a huge base of employees to participate in the firm's success. The firm he helped create is widely respected by the industry and has been recognized numerous times by *Fortune* magazine as one of the "100 Best Companies to Work For" and was the first in the engineering and construction industry to receive the prestigious Catalyst Award recognizing CH2M HILL's dedication to advancement of women in the workplace.

Ralph was born Oct. 12, 1944, in Hayti, Mo., to James T. and Helen I. Peterson. In 1964, he married the former Betty Shoemaker and they had two children. Throughout the years, the family lived around the country developing and completing CH2M HILL's projects, settling in Colorado in 1988.

He received an associate of science degree in engineering from Boise State University, a bachelor of science in civil engineering from Oregon State University and a master of science in environmental engineering from Stanford University. Ralph also graduated from the Advanced Management Program in the School of Business at Harvard University. He was given an honorary doctor of engineering from Colorado School of Mines and Boise State University. Oregon State honored Ralph this year with its Distinguished Service Award.

Ralph had a long history and passion for involvement in the community. In 1995, he co-chaired the White House initiative, "Technology for a Sustainable Future." He served as a private sector delegate at international forums such as the World Water Forum, China's National Sustainable Development Conference and on the executive committee for the U.S. Council on Competitiveness. Until his death, he was a member of the Engineering and Construction Governors of the World



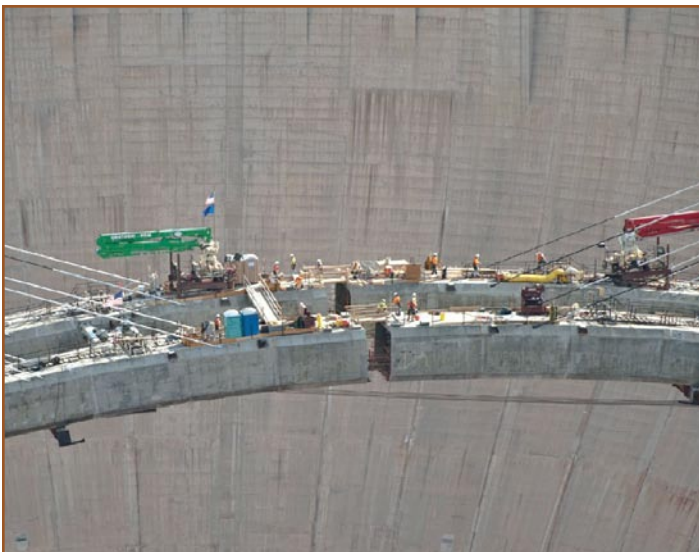
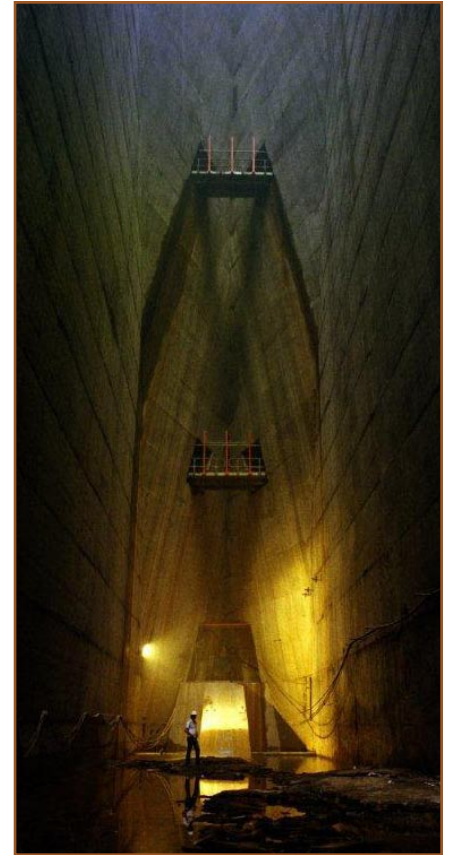
Economic Forum, the World Business Council for Sustainable Development, the National Academy of Construction, the Business Environment Leadership Council of the Pew Center for Global Climate Change, and the U.S. Secretary of Energy's National Petroleum Council. He served on advisory boards at the Colorado School of Mines, Yale University, Regis University and the University of Denver.

As an active member of the business community, he was a founding board member of the World Trade Center in Denver and a board member at StanCorp Financial Group, Xcel Energy, the Construction Industry Round Table and the Stapleton Development Corporation.

Ralph received numerous honors, distinctions and awards throughout his career. Among notable recognitions, he was awarded the American Society of Civil Engineers President's Medal and its John I. Parcel-Leif J. Sverdrup Civil Engineering Management Award, the Keystone Center Leadership in Industry Award, the American Jewish Society National Human Relations Award, and was named a fellow

to the United Kingdom's Institution of Civil Engineers. He was named Colorado Business Person of the Year by both the *Rocky Mountain News* and the *Denver Business Journal*, and inducted into the Colorado Business Hall of Fame. Beyond his own achievements, he pioneered CH2M HILL's own Building A Better World Award to recognize the global executives for their transformational leadership and environmental stewardship.

Ralph is survived by his wife of 45 years, Betty Peterson, his children, Jamie Jones and Jeffery Peterson. The family requests that in lieu of flowers, contributions be made to The Joshua School, 2303 East Dartmouth Ave., Denver, CO 80113-3079. The Joshua School is a private, non-profit school and resource center for individuals, ages 2½ to 18 years of age, with autism, Asperger's syndrome, or other special needs, and their families. Sharing a passion for serving youth with autism, Ralph and his wife, Betty, have personally committed a great deal of their own time and resources to the school during its seven-year history.



## From the Secretariat



Richard Tucker

It has been another good NAC year. I will not dwell on the outstanding new members, or the memorable annual meeting, since those are covered in other articles. Some items that may not be adequately covered, or need clarification, are discussed below.

First, NAC has always tried to develop a collegial atmosphere. The Hospitality Room and tours have added to the atmosphere at our Annual Meetings. It has become apparent that many of our members have significant spousal involvement in their careers, and we've attempted to make the NAC Annual Meetings venues for spousal enjoyment. Beginning with this issue, Vince has decided to include an article on spouses, with items written by members. He has selected SuzAnn Cole, Shirley Tucker and Alicia Zapata for the debut articles, which will serve as models for length and content (see page 15).

A second item relates to an additional staff member, Daniel Vargas, who will begin in January to relieve Alicia and me of some of the administrative load. Daniel is a master's student in the Construction Engineering and Project Management program at the University of Texas and will work part-time for NAC in 2010. His appointment will be an experiment for a longer-term solution to Alicia's overload. NAC pays for only 15% of her time, and obviously gets much more attention than that amount, including significant support from her husband, Gonzalo. The use of graduate students, such as Daniel, provides an opportunity to involve highly intelligent persons with strong computer skills, and gives them an opportunity to learn about the major industry players as part of their duties. It should be a "win-win" opportunity for both NAC and the students.

The 2009 Membership Committee achieved a major advance in its procedures, with the result of 10 outstanding new inductees from

a list of more than 100 prospects. (The 2010 Committee already has a list of more than 130 prospects!) The 2009 Membership Committee also has "fine-tuned" expectations of invitees and members. Those are discussed in another article (see page 13).

As the NAC has grown in numbers and activities, the need for increased financial resources has become obvious, even though many members subsidize the organization with their companies' resources. At the annual meeting, the membership voted an increase in annual dues to \$350, beginning in January 2010. The NAC has maintained the initial dues structure at \$250 since its inception to keep the dues at reasonable levels, particularly for retirees and government and academic members who often must pay the dues from their own resources. The silver and gold life membership amounts haven't yet been addressed, so the time might be right for those anticipating such memberships to take action.

Jim Porter created an ad hoc Strategic Planning Committee, which brought an interim report to the annual meeting, and identified major areas of attention as Organization, Program and Funding. A permanent committee has now been established and will be active in 2010.

And, of course, we are beginning to look at New York City for the 2010 NAC Annual Meeting. For the first time, NAC has established an Organizing Committee, chaired by Richard Anderson and composed of several members in the New York area. The committee has its first meeting scheduled in early December and details will emerge over the next few weeks.

*Richard Tucker*  
[rltucker@mail.utexas.edu](mailto:rltucker@mail.utexas.edu)





## NAC Endowment Growth is Slow

As reported at the 2009 NAC Annual Meeting, \$236,500 has been contributed to the NAC Endowment Fund. The growth of the fund has been slow, with only \$17,800 received this year.

Twenty-three NAC Members have contributed, including six at the Gold Level (above \$25,000) and 14 at the Silver Level (above \$5,000). The Board of Trustees wishes again to thank contributors for their support and to encourage others to join the endowment circle of donors. Our goal is to develop an Endowment that would each year yield funds to support the ongoing operation of the NAC. A \$5-10 million endowment fund would be required to generate the funds necessary.

NAC funds are invested in the Austin Community Foundation, Woodway Financial Advisors, a Trust Company, and Frost Bank. Despite the decline in markets in 2008-2009, the current value of all funds has nearly climbed back to the value of the original contributions.

### Leave a Legacy Gift to the NAC

Now is an excellent time to make a planned gift to support the National Academy of Construction. A gift from your retirement assets, which would be fully taxable to your heirs, would be tax-free to the NAC. Simply designate NAC as a beneficiary on the form provided by your plan administrator.

You can make an estate gift by adding NAC to your will. The language in your will might read: I bequeath to the National Academy of Construction Endowment Fund, a tax-exempt organization located in Austin, Texas, [dollar amount, percentage of the estate or exact asset to be devised] for the unrestricted [or specific] use of the NAC.

Let us know of your bequest by contacting Alicia Zapata at 512-471-3541 or via e-mail at [Alicia@mail.utexas.edu](mailto:Alicia@mail.utexas.edu).

*Doy Cole*  
[doycole@aol.com](mailto:doycole@aol.com)

## NAC Strategic Planning

As we all know, organizational development is a continuous improvement process for groups that are going to grow and remain viable. To ensure our National Academy of Construction's future sustainability is guaranteed, a Strategic Planning Committee has been chartered and charged with bringing a strategic plan and a supporting business plan to the membership for approval at the 2010 Annual Meeting. The committee members are:

- **Jim Porter (Chair)**
- **Jim Braus**
- **Bru Brubaker**
- **Jack Buffington**
- **Doy Cole**

- **Ted Kennedy**
- **Vince Kontny**
- **John Lamberson**
- **Jimmy Slaughter**
- **JJ Suarez**
- **Richard Tucker**

The initial areas of focus will be:

- **Administrative and Structure**
- **Program**
- **Funding**

As the process moves forward, the committee will use the *Bulletin* to keep everyone informed of its progress.

*Jim Porter*  
[porterjb@comcast.net](mailto:porterjb@comcast.net)

## NAC Life Members

### Gold Members (\$25,000 minimum)

- Bud Ahearn
- Jim Braus
- John Lamberson
- Ralph Peterson (deceased)
- Jimmy Slaughter
- Richard Tucker

### Silver Members (\$5,000 minimum)

- Richard Anderson
- Bill Badger
- Jack Buffington
- Doy Cole
- Art Fort
- Mike Goodrich
- Vince Kontny
- Dave Nash
- Bob Nichol
- Jim Porter
- Chris Reseigh
- Hugh Rice
- Bob Rubin
- Dominick Servidio

In addition to the life member categories, some members have made additional voluntary contributions to the operating or endowment funds. All additional contributions are additive to the next higher life member category. Those making annual contributions are listed below.

- Bill Badger
- Art Fort
- Edd Gibson
- Mike Goodrich
- Ted Kennedy
- Jim Lammie
- Jim Porter
- Dominick Servidio
- Richard Tucker

# National Construction Forum

## Purpose:

To establish the National Construction Forum as a significant national voice for major issue identification and awareness, and the integration of efforts of key organizations to drive improved efficiency and effectiveness of the capital project process.

## Vision:

National Construction Forum is a significant national voice for major issue identification and awareness and the integration and leverage of efforts of key organizations to drive improved efficiency and effectiveness of the capital project process.

## Mission:

The National Construction Forum convenes annual workshops to identify major issues impeding work force and capital project best practices development and deployment, and facilitates formation and execution of work streams to resolve them.

The first annual National Construction Forum, organized and facilitated by the NAC, was held in Washington, D.C., Nov. 1-2, 2009. An atmosphere of energy and enthusiasm permeated the meeting, which was attended by representatives of 14 organizations and four universities.

NAC members had encouraged small and successful steps this first year, to get the process started. Those steps occurred as the group worked together to address the issues facing the construction industry.

The forum was the culmination of two year's effort by a group of NAC members lead by Jim Porter. The first year was spent researching the feasibility of having a Forum. Being owner driven was a key component to the event. During the second year, a Core Team was formed to work out the details.

## Core Team

<i>Member</i>	<i>Organization</i>
Slaughter/Van Winkle .....	NAC
Suarez .....	CIRT
Sizemore .....	CURT
Gibson .....	Academia
Porter .....	BRT
Crew .....	CII
Dalton .....	ECC/CII
Stanley .....	BICE

**Pruitt/Elvin.....AGC**  
**Mihm .....NAC at large**

The Forum was conducted in five phases:

1. Introductions: Name, the organization you represent, and why you are here
2. Organizational Alignment: What are the opportunities for creating synergies and leveraging efforts among the organizations represented, and what are the challenges?
3. Desired state and gaps: What is the desired state of the industry and what are the gaps?
4. Determine top issues: Prioritize a list of 10 issues and select one or two on which to focus (the group selected five).
5. Establish a leadership team.

Here are the top issues that emerged:

1. Industry image: educating the public on key issues
  - A. Environmental concerns vs. construction concerns
  - B. Value added
  - C. Life-cycle implications
2. Workforce
  - A. Craft and profession
  - B. Leadership
  - C. Attracting/maintaining

3. Development, use and sharing of industry best practices
  4. Quality (tied to best practices)
    - A. Erosion of quality practices along supply chain
  5. Metrics: ability to measure change in the construction industry's effectiveness
- The leadership team will periodically meet, take these issues and decide which one(s) to attack, and design an evergreen process(es) to address the issue(s). Volunteers for the leadership team included:

- Jim Porter (NAC) – Team Leader
- Jimmy Slaughter (NAC)
- JJ Suarez (NAC/NIRT)
- Tom Hannigan (FIATECH)
- Wayne Crew (CII)
- Greg Sizemore (CURT)
- Don Whyte (NCCER)
- Marvin Oey (ASE/CI)
- Jorge Vanegas (AIA)
- Representative to be named (ABC)

Additional representatives indicated they needed to check with their respective organizations prior to committing to becoming a leadership team member.

Detailed documentation of the meeting will be available on the NAC website once edited.

*Jim Porter*  
[porterjb@comcast.net](mailto:porterjb@comcast.net)

*Jimmy Slaughter*  
[jgsjr@sbec.com](mailto:jgsjr@sbec.com)



## Forum Participants

### Associations

**ABC** (Associated Builders & Constructors)  
Kirk Pickerel  
President & CEO

**AGC** (Associated General Contractors of America)  
Liz Elvin  
Director of Workforce Development

**ASCE** (American Society of Civil Engineers)  
Patrick J. Natale  
Executive Director, Chief Staff Officer & Secretary

Marvin Oey  
Director, Construction Institute

**BICE** (Board on Infrastructure and the Constructed Environment)  
Lynda Stanley  
Study Director, The National Academies

**CII** (Construction Industry Institute)  
Wayne A. Crew  
Director, Construction Industry Institute

John W. Dalton  
2009 Chairman

Jacqueline K. Thomas  
Technical Writer/Editor

**CIRT** (Construction Industry Round Table)  
J.J. Suarez  
Chairman (Also NAC Member)

**CMAA** (Construction Management Association of America)  
Bruce D'Agostino  
Executive Director

**CURT** (Construction Users Round Table)  
Michael G. Conley  
Vice President

Egon J. Larsen  
President

Gregory L. Sizemore  
Executive Vice President

**DBIA** (Design-Build Institute of America)  
Tom Porter  
Chairman

**ECC** (Engineering & Construction Contracting Association)  
Don Ruble  
Vice Chairman

Donald C. Runaldu

**FIATECH**  
Tom Hannigan  
Chair

Ric Jackson  
Director

**NAC** (National Academy of Construction)  
Dr. G. Edward Gibson, Jr.,  
Ph.D., P.E.  
Chairman, Del E. Webb School of Construction Programs  
Professor  
Arizona State University

James G. Slaughter, Jr.

**NCCER** (National Center for Construction Education and Research)  
Don Whyte  
President

**NIST** (National Institute of Standards & Technology)  
Mr. Mark E. Palmer  
Leader, Computer Integrated Bldg. Processes Group

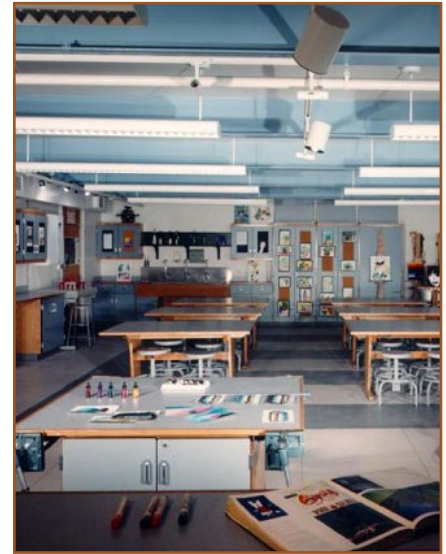
### Academics

**University of Houston**  
Neil Eldin  
Department Head,  
Construction Management

William Fitzgibbon III  
Dean, College of Technology

**Virginia Tech**  
Dr. Jesus M. de la Garza  
Vecellio Professor, Department of Civil Engineering

**Texas A&M University**  
Dr. Jorge A. Vanegas  
Dean, College of Architecture



## 2009 Membership Committee Report

The 2009 NAC Membership Committee had a “breakout year,” which actually started at the 2008 Annual Meeting in Bartlesville. Some details are below.

First, the annual meeting attendees were asked to submit names of possible prospects for 2009. The committee compiled a list of more than 80 names! The committee met via conference call in December to review the names and consider a path forward. It was recognized that, with a quota of only 10 new inductees, it would be counterproductive to have more than 25 final nominations. Thus, the committee identified about 40 names for further investigation, and committee members volunteered to follow up on those names.

As part of the committee’s deliberations, it developed terminology (as follows) to describe each group.

- Prospects: the master list of many names (80)
- Candidates: the shortened list of names (40)
- Nominees: those for whom complete nomination packages are available (23)
- Ballot: the final list of names proposed for Membership Election (10)

Of course, there was also the general call for nominations from the president to the membership, which was issued in January. About one-fourth of the nominees came from that source.

The committee members volunteered to serve as “mentors” to assist nominators and references in insuring that nomination packages were complete and in proper format, a process that was started in earlier years.

After the 23 nomination packets were completed, a listing of nominees was sent to the membership, with a form and invitation to make “comments” on any of the nominees. More than 70 percent of the NAC membership participated as nominators, references or making comments. After all of the information was received, the committee met by conference call to compile the recommended ballot. More than 80 percent of the membership voted in June, with all individuals receiving more than 90 percent favorable vote.

However, the committee didn’t stop there. As part of its deliberations, it formulated a policy on expected responses of electees (see article on page 13), and developed a demographic categorization for membership. Although the academy does not have a “quota” system, it desires to have a diverse membership that represents the industry. The categorization is reflected in the *Member Handbook*. Both of these items were reported at the 2009 Annual Meeting.

The 2009 Membership Committee performed admirably in its service to the academy. The members’ names are listed in the *Bulletin* and in the *Member Handbook*. The committee members rotate, and we look forward to the activities of the 2010 Membership Committee.

*Bru Brubaker*  
[williambrubaker@hillintl.com](mailto:williambrubaker@hillintl.com)





# Membership Retention Philosophy

Invitation to membership in the Academy is extended to those elected by the NAC Membership, and who have expressed a desire to participate in the Academy. However, it is recognized that some members are also involved in numerous activities and may not appreciate the Academy as a unique organization. Therefore, the following actions have been recommended by the Membership Committee, and accepted by the Executive Committee, for those unusual cases, where it is deemed that a member is no longer appropriate for the Academy, in accordance with Section 3 of the By-Laws.

## A. Failure to Respond Appropriately to Invitation to Membership

The selection of new members involves an extensive and thorough process. Prior to placing a prospective member's name on the ballot, the nominator is asked to contact the prospect and obtain assurance that the prospect understands the participation obligations of Academy membership. However, it is recognized that some prospective members may misunderstand those obligations. Thus, it is recommended that:

- 1) Failure to respond affirmatively to the Invitation to Membership letter from the president within one month shall be considered a negative response. A positive response involves a personal letter of acceptance that is signed by the prospect, a completed membership profile form, submission of the first year's dues, affirmation of attendance at the induction ceremony, and appropriate introductory material.
- 2) If, for good reason, a prospect cannot attend the induction ceremony, a commitment to attend the following year to receive the membership certificate will be acceptable.

In such cases, membership will be granted immediately upon receipt of the acceptance letter and other material. The inductee will be introduced, in absentia, but will not receive the certificate until the following year's ceremony.

- 3) Failure to attend the induction ceremony for two successive years will be considered a decline to membership, unless specifically requested for consideration by the Executive Committee.

## B. Failure to Pay Dues

The Academy dues are deliberately maintained at a low level to minimize any financial constraints on members. Dues notification is made early in each calendar year. A reminder is sent after six months to those failing to remit. Failure to pay dues for two successive years will be considered as resignation from the Academy, and will be referred to the Membership Committee for appropriate action.

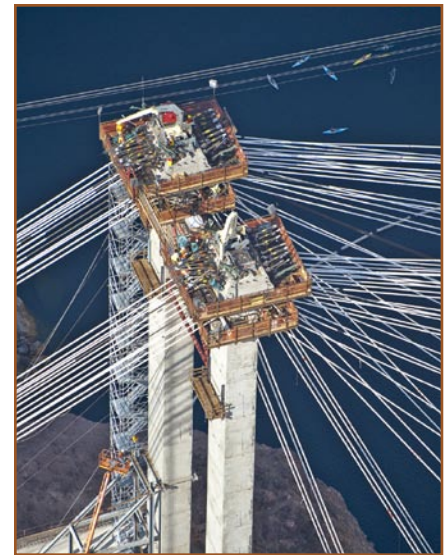
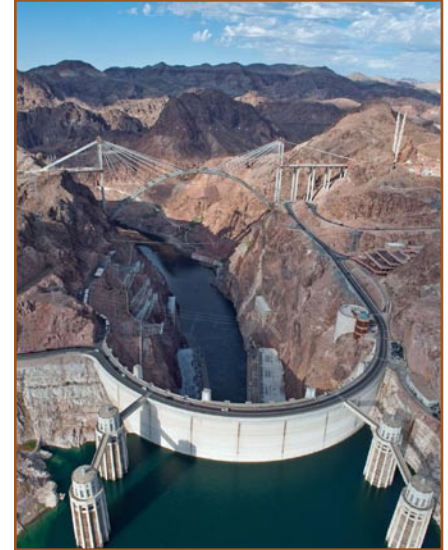
## C. Failure to Participate in Academy Affairs

Although participation in various academy activities is voluntary, each member is expected to be involved in such things as voting in the new member election process, attendance at annual meetings, and occasional service on voluntary committees. If a member has no participation in any of those activities for multiple years, the Membership Committee will be advised and asked for recommendations.

## D. Request for Emeritus Status

Emeritus status is available, upon request and approval by the Executive Committee, as in the past.

*Richard Tucker*  
[rltucker@mail.utexas.edu](mailto:rltucker@mail.utexas.edu)



# KUDOS!

Ku • dos [koo-dohz, kyoo- dōs, -dos,], n. [Gr. Kydos, glory, fame], [Colloq.], credit for an achievement; glory; fame; praise or accolades, prestige.

This item, "KUDOS!," has been included in recent *Bulletins*. The Academy has many "high contributors to industry," who are recognized by various other organizations. As a follow-on to the Summer 2009 issue, the academy held a recognition dinner at its Annual Meeting to recognize not only those whose names were included in the *Bulletin*, but also others who had received subsequent recognition. Those who have received recognition since the last *Bulletin* are recognized below.

★ **Bill Badger** was recognized by Engineering News-Record (ENR) as one of Top 25 Newsmakers of 2008 for his research and efforts related to leadership in the construction industry.

★ **Lee McIntire** has been selected for the Golden Beaver Award for Engineering by the Beavers, a heavy engineering construction association. The Golden Beaver Award is one the two highest awards given by the Beavers organization. Lee joins other NAC members who have previously received this award.

★ **Jim Porter** is an Executive Committee member for the Board on Infrastructure and Constructed Environment (BICE) of the National Research Council. BICE is the most related NRC group to our industry, and Lynda Stanley has been gracious to attend NAC Annual Meetings. Other NAC members have previously served on the BICE Executive Committee.

★ **J.J. Suarez** recently finished his term as president of the Construction Industry Round Table. Suarez is succeeded by **Matt Walsh**, a member of the NAC Class of 2009. Other NAC members have previously served as president of CIRT, which was established by **Art Fox** several years ago.

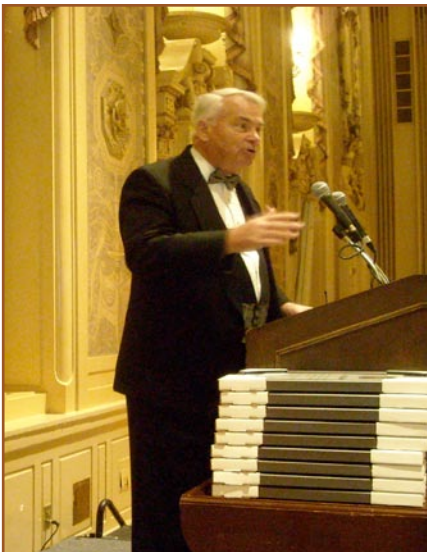
★ **Charlie Thornton** received the Carroll H. Dunn Award from the Construction Industry Institute in late July 2009. Charlie joins several other NAC members as recipients of the award, which was named for one of NAC's charter members.

As a reminder, the following members were recognized in the Summer 2009 *Bulletin*: Bud Ahearn, Jack Buffington, Pat Galloway, Ted Kennedy, Dave Nash, Emmitt Nelson, Richard Tucker and Norbert Young.

**Editor's Note:** The criteria for "Kudos" recognition are flexible and simple. First, the recognition or activity must have occurred since the last *Bulletin*, or NAC meeting. Second, the recognition or activity should be related to a recognized industry advancement organization at the state, national or international level. If you or a member known to you receives such an honor, please send the information to Vince Kontny, Bru Brubaker or Richard Tucker (e-mail links below).

Vince Kontny, NAC Bulletin Editor [vincekontny@starband.net](mailto:vincekontny@starband.net)  
Bru Brubaker, 2010 NAC President [williambrubaker@hillintl.com](mailto:williambrubaker@hillintl.com)  
Richard Tucker, NAC Secretariat [rtlucker@mail.utexas.edu](mailto:rtlucker@mail.utexas.edu)

*Send Kudos!*





# Partner Profile

## SuzAnne Cole

SuzAnne C. Cole is a retired college instructor, writer, wife, mother and grandmother. She and her husband, Doy, have traveled and hiked the world including Iceland, China, Canada, Panama, Peru, Chile, Australia, New Zealand, Britain, Ireland, Russia, Nepal, Africa, Argentina and Alaska.



From a studio nestled in the Texas Hill Country woods, SuzAnne writes in a variety of styles. She has published more than 400 works in academic, literary and commercial magazines, anthologies and newspapers, nationally and internationally. Her short plays have been produced in several venues. SuzAnne has been both a juried and featured poet at the Houston Poetry Fest, and once won a haiku festival in Japan. She's also published a book, *To Our Heart's Content: Meditations for Women Turning 50*, and has authored college textbooks on reading and writing poetry.

## Shirley Tucker

Shirley Tucker, Richard's wife, was raised on a small ranch near Lometa, Texas. She milked 11 cows on her eleventh birthday! Although she excelled in both academics and sports in her high school, she never travelled outside the state of Texas until she was an adult.



Shirley holds bachelor's, master's and doctoral degrees in mathematics. She has taught at the junior high and high school levels, and at three universities. She joined Richard's part-time consulting practice in 1981, and has consulted and lectured at companies and sites around the world.

Shirley and Richard have two children and four grandchildren. Shirley has many interests. She once considered a career in music, and has performed in several musicals. Shirley has also been active in church and civic affairs. She

enjoys golf, skiing, traveling and nature. Her family recently donated wild flower seeds, in her name, for a one-mile stretch of a highway near the family's West Texas ranch.

## Alicia Zapata

Alicia Zapata was born in Los Fresnos, Texas, located in the Rio Grande Valley. As a first-generation American, Alicia had a difficult first few years. Her parents spoke only Spanish, which was her only language when she started school. She picked up the English language very quickly and excelled in both academics and sports.




After high school, Alicia entered college and studied nursing. Although she enjoyed nursing, she didn't feel she would be happy in that profession long term. Thus, Alicia moved to Austin and started working for Halliburton Logging Services in 1987. In 1992, she joined the Civil Engineering Department at The University of Texas, in the Geotechnical Engineering Program. She was offered a promotion in 2005 and transferred to the Construction Engineering and Project Management Program, where she administers several faculty and their research involving more than 50 graduate students. The NAC funds a portion of Alicia's time. Her husband, Gonzalo, also works for the department and accompanies Alicia to the NAC annual meetings.

Alicia has two sons, Alex, 20, and Kristian, 16. Alicia has many eclectic interests, ranging from reading to skeet shooting. She loves to garden, and has a "super green thumb." Their back yard has many trees, including 17 different fruit trees, which bear fruit every year. Alicia also loves motorcycling; she and Gonzalo enjoy riding and viewing the scenery, and have taken cross-country trips. Alicia also enjoys riding dirt bikes and all-terrain vehicles (ATVs), especially in the rain and mud. Among her daily pleasures are walking and playing ping pong at lunch with Gonzalo and colleagues.


### Editor's Note:

NAC is fortunate to enjoy support from a number of talented individuals. The Partner Profile is included in the *Bulletin* as a way of introducing these delightful and accomplished individuals.

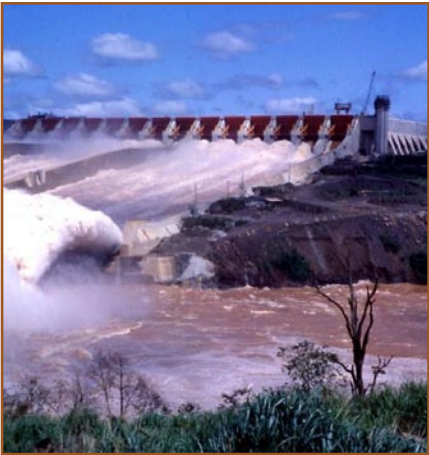
## NAC Development Committee



The NAC Development Committee is charged with working with the Executive Committee and the NAC Endowment Trustees to provide a base of sustainability for our organization that will not only enhance our basic organization funding, but also provide funding for research and development projects for the commonwealth of the construction community. The very first issue our group is dealing with is the sustainability of our organization. More than 20 NAC members have made significant contributions over and above the payment of their dues. This represents over 20 percent of our membership. This has been accomplished on a low-key solicitation basis with a suggestion on the annual dues statement that a member consider becoming a Gold or Silver contributor, and giving members several options in making this additional contribution. This approach will be continued.



Since the organization's inception, annual dues have been \$250. With 100 dues-paying members, dues create a minimal level of funding. At this year's annual meeting, the attending members voted unanimously to increase the dues to \$350 per year. Even with the dues increase, it is important to generate additional funding to sustain the organization and fund the worthy projects that benefit the entire industry. Contributions to date total \$236,500, so there is some funding available, but typical of endowment programs, it is desirable to use only the income the fund generates rather than the principal to fund programs. Hence our need to enhance the funds in the trust.



At the annual meeting, it was agreed that, at present, there is a lack of critical mass in our funding.

A number of methods are being considered for enhancing our fund. First and foremost, contributions from an IRA should be considered, as the opportunity to use this

funding mechanism expires December 31, 2009. In checking with your tax advisor, s/he should confirm this type of contribution should be considered. The funds have to be received by the NAC directly from your IRA administrator to protect the tax-advantaged status.

Other fund-raising mechanisms under consideration include:

- Charitable Bequests using Estate Tax Charitable Contribution Deduction
- Lifetime Charitable Transfer using Charitable Remainder Unitrust, and
- Post Death Bequests from qualified plans and IRAs

Checking with your estate planner and tax advisor will provide a good source of information relative to these types of contributions.

The NAC Development Committee is investigating the creation of a small group life insurance program with the proceeds going into the NAC Endowment Fund. Additionally, a number of other funding ideas are being researched and considered. We will keep you up to date on these ideas.

The Development Committee of Bud Ahern, Bill Badger, Doy Cole, John Lamberson, Hugh Rice and Richard Tucker welcome Charlie Thornton as a new member. All members who would like to participate in this important endeavor are most welcome. Please contact Richard Tucker to be included.

Please consider these important suggestions that will help sustain our organization and help build our contribution to the construction industry.

*John Lamberson*  
[jrlamberson@mindspring.com](mailto:jrlamberson@mindspring.com)



# Save the date!



*The 2010 NAC Annual Meeting will be Oct. 28-29, in New York City.  
Mark your calendar now for this gala event.*

## 2008 NAC Executive Committee

President	Bru Brubaker 202-633-1873	<a href="mailto:williambrubaker@hillintl.com">williambrubaker@hillintl.com</a>
Vice President	J.J. Suarez 513-752-4692	<a href="mailto:jjsuarez@csagroup.com">jjsuarez@csagroup.com</a>
Secretary	Jim Groton 404-853-8071	<a href="mailto:jimgroton@sablaw.com">jimgroton@sablaw.com</a>
Secretariat	Richard L. Tucker 512-471-3541	<a href="mailto:rltucker@mail.utexas.edu">rltucker@mail.utexas.edu</a>
1st Past President	Jim Porter 302-530-8880	<a href="mailto:porterjb@comcast.net">porterjb@comcast.net</a>
2nd Past President	John C. Mihm 972-658-8583	<a href="mailto:jcmihmr66@aol.com">jcmihmr66@aol.com</a>
3rd Past President	Vince Kontny 970-240-3822	<a href="mailto:vincekontny@starband.net">vincekontny@starband.net</a>
At Large	Dave Nash 205-972-6657	<a href="mailto:djnash1@charter.net">djnash1@charter.net</a>
At Large	Bud Ahearn (303) 618-5249	<a href="mailto:jahearn@ch2m.com">jahearn@ch2m.com</a>

[Click here to send a message to all members of the NAC Executive Committee.](#)

### Other Elected Positions:

- NAC Trustees: Richard Tucker, Jack Buffington, Bill Heine
- Endowment Trustees: Doy Cole, Mike Goodrich, John Lamberson, Ben Montoya, Russ Fuhrman

The *NAC Bulletin* is a publication of the National Academy of Construction.

### Mailing Address:

Ms. Alicia Zapata  
The University of Texas  
Dept. of Civil Engineering  
Construction Engineering  
Project Management ECJ 5.202  
1 University Station C1752  
Austin, TX 78712-0276  
[Alicia@mail.utexas.edu](mailto:Alicia@mail.utexas.edu)

Phone: 512-471-3541

Fax: 512-471-3191

### We're on the Web!

See us at:

[www.naocon.org](http://www.naocon.org)

## Committees

Forum	Jim Porter 302-530-8880	<a href="mailto:porterjb@comcast.net">porterjb@comcast.net</a>
	Jimmy Slaughter 713-845-4549	<a href="mailto:jgsjr@sbec.com">jgsjr@sbec.com</a>
Safety	Emmitt J. Nelson 713-953-1228	<a href="mailto:nelsonci@worldnet.att.net">nelsonci@worldnet.att.net</a>
NAC Endowment Fund	Doy Cole 830-625-3309	<a href="mailto:doycole@aol.com">doycole@aol.com</a>
NAC Development	John Lamberson 415-439-4822	<a href="mailto:rlamberson@mindspring.com">rlamberson@mindspring.com</a>
Liaison	Jack Buffington 479-575-7957	<a href="mailto:jebuffi@uark.edu">jebuffi@uark.edu</a>
	Richard Little 213-740-4120	<a href="mailto:rglittle@sppd.usc.edu">rglittle@sppd.usc.edu</a>
Work Force Initiative	Doug Pruitt 480-293-3000	<a href="mailto:jdpruitt@sundt.com">jdpruitt@sundt.com</a>
Leadership	Bill Badger 480-965-2499	<a href="mailto:william.badger@asu.edu">william.badger@asu.edu</a>
Bulletin	Vince Kontny 970-240-3822	<a href="mailto:vincekontny@starband.net">vincekontny@starband.net</a>
Membership	Bru Brubaker 202-633-1873	<a href="mailto:williambrubaker@hillintl.com">williambrubaker@hillintl.com</a>
Strategic Planning	Jim Porter 302-530-8880	<a href="mailto:porterjb@comcast.net">porterjb@comcast.net</a>

### Membership Committee:

J.J. Suarez (chair), Bud Ahearn (2), Jim Doebler (2), Clair Gill (2), Chris Reseigh (2), Hugh Rice (2), Keith Roe (2), Jim Smith (2), Edd Gibson (1), Melissa Herkt (1), Dennis Schroeder (1), Norbert Young (1)

**Development Group:** John Lamberson (chair), Bud Ahearn, Bill Badger, Doy Cole, John Mihm, Jim Porter, Hugh Rice, Charlie Thornton

### Strategic Planning Committee:

Jim Porter (chair), Jim Braus, Jack Buffington, Doy Cole, Ted Kennedy, Vince Kontny, John Lamberson, Jimmy Slaughter, J.J. Suarez

### 2010 Nominations Committee:

Jim Porter (chair), Bill Brubaker, Jack Buffington, John Mihm, Jimmy Slaughter