

SPRING
2008

Bulletin

Volume 2 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.

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NAC Forum

The NAC Forum process is under way, although behind schedule because of elements outside of our control. In accordance with actions at our 2007 NAC Annual Meeting and preparatory work by a strategic planning effort led by Jimmy Slaughter, Edd Gibson and Hans Van Winkle, the membership voted to establish an annual forum as a major NAC activity. It also concluded that an appropriate forum, hopefully to be conducted in 2008, would focus on the work force shortage issue. Jim Porter has agreed to chair the Work Force Forum Committee, which includes both the original members of the strategic planning effort and other invited persons considered vital to addressing the work force issue.

The expanded committee scheduled a planning meeting on 19 March 2008, which Jimmy Slaughter graciously offered to host at his North Side Ranch north of Houston. It was expected to report with recommendations to the NAC Executive Committee at a meeting scheduled the following day at the same location. Unfortunately, bad weather prevented most of the members from attending the planned Forum meeting, and it is being rescheduled for the summer. The NAC Executive Committee has endorsed the forum concept in principle, and has asked the Strategic Planning Committee to prepare guidelines for future forums.

More details will be presented in the next Bulletin.

Jim Porter
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Editor's Note:

In the past we have published the NAC Bulletin in either 8- or 12-page editions to facilitate the professional printing of a few copies for distribution to selected individuals, such as the widows of deceased members and those members without e-mail service. Limiting our pages to multiples of four is restricting and the subsequent printing expensive. Henceforth and including this issue, we will make all distributions via e-mail with the exception of those members without service. NAC members are encouraged to print hard copies as they desire.



*John C. Mihm
2008 NAC
President*

From the President

Since the annual meeting in October 2007, the NAC Executive Committee, in conjunction with the Ad Hoc Committees, has been working hard. The Executive Committee met at Jimmy Slaughter's ranch in March. The weather attempted to give us fits but, in the end, we had a great meeting and made significant strides in continuing to grow the National Academy of Construction and, by way of service, the construction industry. I am sharing just a few of the highlights from that meeting. A great deal of work behind the scenes continues and will be presented at the annual meeting.



The NAC Forum is well underway with the help of Doug Pruitt, Hans Van Winkle, Jim Porter, Jimmy Slaughter, Edd Gibson, Emmitt Nelson, Jack Buffington and myself. I am excited to announce that Jimmy Slaughter has agreed to co-chair the NAC Forum with Jim Porter. We are scheduled to meet July 16, 2008, to discuss the first NAC Forum, which will become an annual joint industry event lead by the NAC. Great things are sure to come from this effort. Stay tuned!

I would also like to recognize Doy Cole, John Lamberson, and especially, Richard Tucker for their continued work on the NAC Foundation and NAC Endowment. We are currently in the "silent" stage and have consulted with counsel to assist the NAC in legally forming

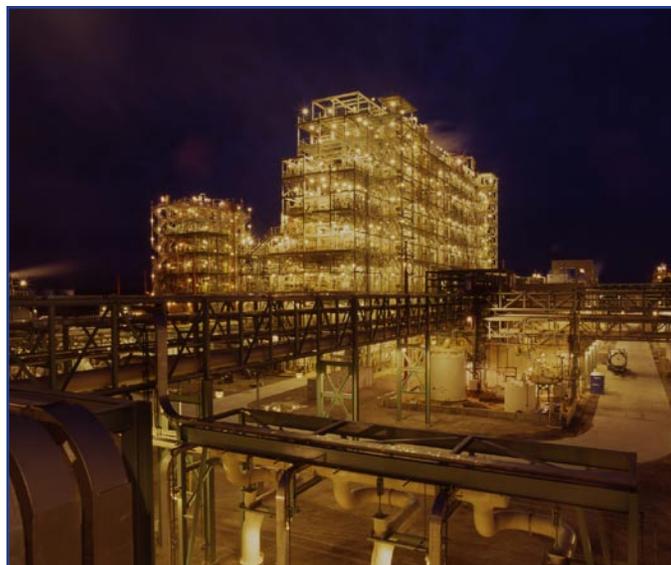
the Foundation/Endowment and achieving its 501(c)(3) status.

I am also excited to share with you that Humberto Martinez with the National Construction Career Day Center will be making a presentation at our annual meeting concerning reaching out to our youth in an effort to interest them in careers in the construction industry.

The NAC Safety Paper No. 13 was released February 1, 2008. Thanks to Emmitt Nelson not only for his continued hard work and dedication to providing our organization with a plethora of information, but also for exposing the industry to the "Zero Injury Safety Leadership Concept." Finally, I am looking forward to seeing you in Bartlesville, Oklahoma, October 9 through 10, 2008, for the year's annual meeting.

Bartlesville is embedded in Native American history. We have many exciting events planned for you (including a golf tournament, historical tours, dinners and relaxation). Many of you have been to Bartlesville, and know its rich heritage and quaint atmosphere make it worth seeing.

*Sincerely,
John C. Mihm
jcmihmr66@aol.com*



The National Academy of Construction: An Overview

History

The National Academy of Construction (NAC) was established in 1999 and is patterned after the National Academy of Engineering, one of three Academies established by congressional acts (the others are the National Academy of Science and the Institute of Medicine). It is possible that the NAC might eventually ask for congressional recognition, but there are no plans to do so at present.

The principal reasons for the establishment of NAC are two-fold:

- 1) Construction is one of the nation's largest industries, and
- 2) its diversity of participants makes it too complex to categorize as engineering, architecture, science, business, etc.

For instance, the National Academy of Engineering has approximately 2,000 members, but only inducts an average of less than one construction industry member per year. The NAC inducts about 10 members annually, some of whom are also members of NAE. The NAE, as the closest "national" organization to NAC, also inducts only degreed engineers and the construction industry has many outstanding participants with other, or no, degrees. The NAC intentionally tries to have a demographically representative membership, as shown in the Annual Directory.

The NAC was initially established as, principally, an avenue to recognize outstanding individuals in the construction industry who have contributed nationally to the industry's advancement, rather than only to the advancement of their own organizations. The University of Texas at Austin agreed to house the NAC headquarters, similar to the headquartering of many other national honorary organizations at universities.

The only income of the NAC has been from the \$250 annual dues of its members plus modest registration fees for its Annual Meeting (which is intended to break even, but often requires subsidy from the dues income). All income and expenses have been managed by the University of Texas in an account established for the NAC. It is intended that this arrangement will continue in the future for normal operating expenses. Even so, the NAC was chartered as a 501(c)(3) organization in Texas in 2001, in recognition of the potential need for such a charter in future years. The expenses to date have consisted of normal administrative expenses, including a small portion of a secretary's time. The total income and expenses have been less than \$25,000/year. No NAC members have received any direct or indirect compensation, or even travel expenses, from the NAC.

The need for increased funding has been recognized in recent years. Although some members are capable of paying increased dues, many are retirees, professors or public employees and would be burdened by significant dues increases. The decision was made in 2006 to study the feasibility of establishing an endowment fund, with the earnings used to supplement the dues income, and to fund any potential activities that are consistent with the NAC mission to advance the construction industry.

An NAC bank account was established at the Frost Bank in mid-2007, which is intended to receive dues and other donations, and then to transfer funds to the UT account for normal expenditures, or to investment accounts for the endowment earnings. An EIN (Employee Identification Number) was obtained from the IRS at that time. A Board of Trustees, composed of five NAC members, was elected to oversee the endowment and investment funds. The Trustees will determine the available funds to be transferred to the NAC operations account each year; those expenditures will

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then be under the supervision of the NAC Executive Committee.

No direct solicitation of funds for the Endowment has been made. However, through normal NAC correspondence, approximately \$100,000 has been received and a comparable amount has been pledged from various NAC members. That amount is expected to grow significantly in future years.

The Endowment Fund Trustees have sought legal advice on the advisability of establishing a separate Foundation as a 501(c)(3) corporation. As an immediate measure, the Trustees have decided to: 1) apply for national IRS recognition of NAC as a 501(c)(3) corporation, 2) engage Woodway Financial Advisors as an investment management firm and, 3) affiliate with the Austin Community Foundation, an established 501(c)(3) umbrella organization. The decision regarding establishing a separate 501(c)(3) Foundation will be made at a later date.

Purpose

The By-Laws of the NAC were adopted shortly after its establishment. Article Two of the By-Laws states the following purposes:

- 2.11) Provide recognition to past and present industry leaders for their personal contribution to the engineering and construction industry
- 2.12) Establish a body of engineering and construction industry leaders who are available for advice and service
- 2.13) Establish and administer an awards program to provide recognition to individuals who have made notable contributions to the industry
- 2.14) Provide for a linkage between active industry participants and persons who have left active employment

The “purposes” section of the By-Laws has not been revised over the years. The comments below are intended to elaborate on each of the purpose statements, in terms of history and

future intent. For reference, minutes of Annual Meetings, the NAC Directory, the NAC web site, the *NAC Bulletin* and other materials are available.

Purpose 2.11 – “Provide Recognition...”

Recognition of stature by invitation to join the NAC is considered a significant milestone in a person’s career. The selection process involves several months and is extensive and thorough. A Membership Committee, with half its members rotating, is elected annually. Nominations are made and seconded by NAC members. The list of nominees is circulated to the entire membership for comment. The Membership Committee reviews the nomination forms, comments and other material, and prepares a ballot of 10 official “nominees” for a mail ballot election by the members. The primary criterion for election is contributions, over many years, to the industry as a whole. New electees have normally received many national awards, and held offices in civic and professional organizations at local, state and national levels. New members are inducted at the NAC Annual Meeting, which is normally in October.

Purpose 2.12 “Establish...Available for Service”

It is recognized that the NAC membership is a unique resource of persons of stature who are dedicated to improving the nation’s construction industry. As a result, many NAC members participate individually in national and other study groups, with no compensation other than travel expenses. The most significant relationship is with the Board on Infrastructure and the Constructed Environment (BICE) of the National Research Council. Indeed, the director of BICE is invited each year to the NAC Annual Meeting to present examples of upcoming studies, which are commissioned by federal agencies, and to note the NAC members involved in previous and current studies. Approximately 20 percent of the NAC membership has been involved in the various study groups. Other members



have been involved in leadership roles and studies conducted by many other national professional or charitable organizations, as well as numerous local and state organizations. The NAC has a Liaison Committee, which regularly gathers and distributes information regarding NAC participation in such studies. Many examples are available.

Such NAC member participation is not for compensation. The NAC has no program for offering its members' services for compensated activities.

The Academy is studying and undertaking other initiatives. Most arise from suggestions and volunteers at the Annual Meeting. Ad Hoc Committees are then established to determine the feasibility and potential impact of such activities in advancing the industry. Current activities are listed below. Some are discussed further in additional paragraphs.

- **NAC Forum**
- **Safety**
- **Liaison**
- **Faculty Internship**
- **E & C Talent Shortage**
- **Bulletin**

The NAC Forum initiative is a relatively new idea. The first forum, which will focus on the current and projected future shortages of construction workers, will be held in 2009. It is intended to involve co-sponsorship and participation by other national organizations such as the Construction Industry Institute, the Construction Users Roundtable, the Associated General Contractors, the Associated Builders and Contractors, and the Board on Infrastructure and Constructed Environment of the National Research Council. It will likely be held at the National Academies Building in Washington, D.C. Each forum is expected to produce an agreement on "Path Forward" issues that will be conducted by participating organizations.

The Safety initiative is conducted by a small group within NAC, and currently consists of developing "white papers," which present

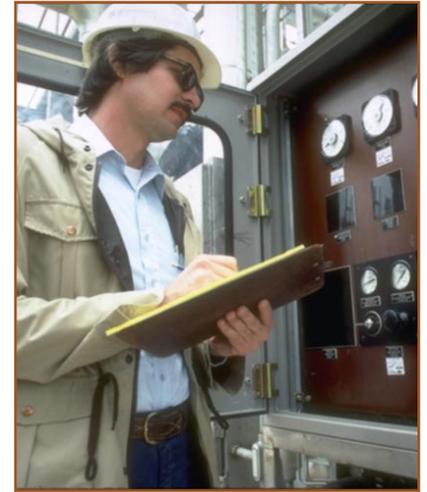
tips of safety improvement efforts that have been developed through research by the Construction Industry Institute and other agencies. The U.S. construction industry has the nation's highest accident rate, with more than 300,000 lost-time accidents/year. Even so, this number is approximately one-half that of 20 years ago because of the research and dedicated efforts of many companies that are committed to making their work places safer for their workers. The NAC Safety White Papers are distributed widely as an attempt to further improve the industry's safety record and achieve a goal of "zero accidents."

The Liaison activity has been described above, and involves surveying NAC members' involvements and encouraging other voluntary involvements.

The Faculty Internship initiative is headed by a prominent faculty member at Virginia Tech University. It is intended to help match young construction faculty with companies in the industry who are interested in hiring the faculty during the summer months, or during their faculty sabbaticals, to better acquaint them with the industry and develop "case studies" to utilize in their classrooms. Because of the prominence of many NAC members, it should be possible to provide useful linkage between companies and interested faculty. Initial surveys of faculty (in cooperation with the Construction Research Council of the American Society of Civil Engineers) and companies represented by NAC members indicates considerable interest.

The initiative related to the current and potential shortage of graduates in engineering and construction is similar to that of construction workers, which will be addressed in the Forum described above. The E&C talent shortage initiative is done in cooperation with efforts by the American Society of Civil Engineers.

The initiatives described above and others will, if developed further, require additional resources in addition to the volunteer time and resources by individual NAC members



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and their organizations. Some may even require research, which will be conducted by universities. Thus, the creation of an endowment fund is considered necessary to provide such resources.

Purpose 2.13 “Establish and Administer Awards...”

To date, no awards program has been established, although ad hoc committees have been developed to study the feasibility of such a program, and one NAC member made a personal contribution of several thousand dollars to Arizona State University to research such programs and report to the NAC membership. It is felt that NAC membership is, in itself, the highest award that many members will achieve during their careers, so awards to NAC members are probably not appropriate, unless someone accomplishes something akin to the Nobel Prize stature. However, there is now interest in establishing a program of scholarships for students interested in the industry. Again, such a program will require resources.

Purpose 2.14 “Provide a Linkage...”

The construction industry is very large (about \$1 trillion/year, thousands of companies and millions of workers) and fragmented. NAC membership involves many of its leaders who, because they work in different sectors and organizations, do not communicate with each other. Also, many NAC members are retired from their organizations, yet wish to be involved in the industry's improvement. Two specific activities—the *NAC Bulletin* and the Annual Meeting—are intended to help maintain communications and a “collegial” atmosphere among its members.

The *NAC Bulletin* is developed and published at least twice yearly by an NAC member who is retired (as President) from one of the world's largest construction companies. It is distributed electronically to NAC members and the surviving spouses of members who are deceased. It is intended to keep members

informed of NAC activities. It adds current information to that on the NAC web site.

The Annual Meeting serves as both a business meeting and a meeting to induct and welcome new members. It is self-funded through registration fees. It normally has an attendance of more than one-half of the membership and spouses, and lasts about a day and a half. The first afternoon of the meeting includes an invited presentation on a timely and major topic of interest to members and their spouses. For example, at the meeting held in Washington, D.C., in 2005, the Director of Facilities for the Smithsonian, an NAC member, described the facilities of the Smithsonian and their development program. The previous year, the presentation related to the rebuilding of the infrastructure in Iraq. The business meeting, in addition to administrative content, has reports on the various NAC initiatives plus other initiatives involving NAC members. For example, at the 2007 meeting, an NAC member who is a member of the NASA Advisory Board, described the construction aspects of establishing a lunar base. The Annual Meeting always includes a major discussion of potential new initiatives for NAC to assist in improving the industry.

Summary

The National Academy of Construction is an altruistic organization dedicated to improving the nation's largest and most complex industry. Its members are honored by their inclusion in its membership, and are dedicating their time and resources to its mission. No member receives compensation, either directly or indirectly, from NAC activities. Its resources will continue to be used to support the activities determined by its membership to have potential for industry-wide improvement, which will thus improve our nation's well-being.

Richard L. Tucker
NAC Secretariat
rltucker@mail.utexas.edu



Membership Committee Report

As usual for this time of year, we are in the middle of our new member selection process, which is thorough and has historically provided NAC with outstanding new members. The process began at the 2007 Annual Meeting with the election of the 2008 Membership Committee.

The committee met by conference call in January to discuss the process and identify potential new nominees, with committee members volunteering to “mentor” the development of nominations for selected prospects. President John Mihm sent a letter to all active NAC members in early February describing the election process, including appropriate nomination forms, and encouraging all members to make nominations.

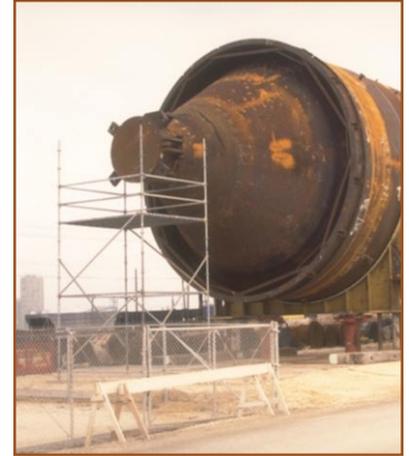
The nomination packets were due to the NAC office 31 March, and Reference Forms were due on 14 April. The nomination forms, including six carry-over nominations from 2007, were then mailed to all NAC members for comments by 19 May. The Membership Committee will review the

completed nomination packets, and meet by conference call in early June to finalize a ballot of a maximum of 10 nominees for an election vote by the entire NAC membership. The ballot will be mailed in late June and will need to be returned by mid-July. All election correspondence is confidential until the NAC president issues an invitation to join the NAC to those elected by the membership.

The election process has worked extremely well in past years and has resulted in new members who have added to the prestige and capabilities of the Academy. Although the dominant criterion for election is that of “contributions to advancement of the industry,” the Academy has continued to expand its diversity of membership, reflecting the complex and wide-ranging nature of participants in our great industry.

New members will be inducted to the Academy during the Annual Meeting in Bartlesville, on 9 October 2008. Please make plans to attend and meet the Class of 2008!

Jim Porter
porterjb@comcast.net



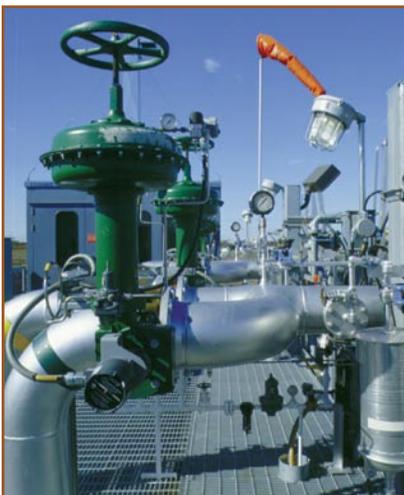
Leadership Research Has Oomph!



A special thanks to the 14 NAC members who participated in interviews and the profiling of executive leadership (Bud Ahearn, Bill Badger, Bob Bittner, Jack Buffington, Jim Doebler, Russ Fuhrman, Art Fort, Edd Gibson, Joe Martinelli, John Mihm, Dave Nash, Jim Porter, Doug Pruitt and Chris Reseigh). This single MS research thesis generated two published papers that were presented to the Associated Schools of Construction Conference in Auburn, Alabama, 2-5 April 2008. It is unusual to develop two papers from one thesis, but the NAC members truly had collected significant leadership wisdom during their careers.

Wisdom-Based Leadership Competencies

Most wisdom statements have a historical context and reflect a hard-won insight. Each NAC member offered 10 leadership wisdoms they had developed over their careers. Not surprisingly, they often describe aspects and characteristics of exceptional leadership. The collected wisdom statements were filtered at four levels. The filters were a technique to ensure that a highly perceptive audience understood and accepted the wisdoms and the underlying logic. A wisdom development model was created to better understand the wisdom process. The authors make the argument that to create and improve leadership competencies in people, the logic behind the leadership-based wisdoms and the related core competencies must become a recurring source of educational discussion.



Servant Leadership in Construction and Its Affects on Profitability

Leadership makes a difference in performance. Construction executives are practicing servant leadership as defined by Robert Greenleaf and measured by the researchers' servant leader index (SLI). The researchers hypothesized servant leadership could be measured, and the feeling and intuition preferences would help define servant leaders. The feeling preference was closely correlated with the executives' servant leader index scores. Companies

having high profitability are led by executives' displaying servant leader traits and having high SLI scores. Evidently, leaders that take care of their people and give back to society also have their people taking care of the clients, and those companies make higher profits.

More Leadership Research

1. "New Leadership Model of Alignment"

Maybe leaders need to spend less time attempting to influence and more time aligning their employees. The three main tenets in leadership alignment are being able to: 1) recognize talent, 2) place the talent in the right position, and 3) measure performance. The thesis is completed and the paper published.

2. "Do Construction Superintendents need Leadership?"

A thesis that profiled superintendents and the results found those with higher total leadership scores had projects that were more profitable. Research now completed and paper underway.

3. "Who's on Your Molecule Analysis"

This self-evaluation tool allows the student or professional to analyse his or her work environment in a five-step process: 1) identify the stakeholders, 2) identify time spent with each stakeholder, 3) identify the importance of relationship with each stakeholder, 4) identify the quality of relationships, and 5) evaluate the best and worst relationships. Using feedback, the researchers sought to further categorize the information in more specific categories of time management, relationship importance, core values, relationships for success, alignment and prioritization, and individual accountability. Introspection leads to change and an understanding of how to improve relationship building. It appears that the higher R scores associated with an increased number of stakeholders reside with leaders. The lower

R scores associated with fewer stakeholders reside with managers. The thesis is complete and paper underway.

4. The Project Manager's Magic Deck of Action Cards to improve the "Project from Hell"

The default setting for most project manager's is management, and is driven by the contract, organizational procedures, and company culture. Even though leadership may lead to significant improvements, the leadership component is not used unless the project manager overrides the process. The card game has the students/young professionals select 10 action cards, then they must show how that hand will improve the project. The game is played at the beginning of the seminar and again at the end. The 10 cards selected in the pre- and post-selection identify the project manager's leadership and management style.

A. 13 Hearts Action Cards were based on leadership insights from the six ASU published leadership papers.

B. 13 Diamonds Action Cards were based on the results of research in Best Value Procurement Research and the BV Book by Dean Kashiwagi.

C. 13 Spades Action Cards were based on traditional management research from PMI's PM guide and CII research in the PM Continuum.

D. 13 Clubs Action Cards were based on a study of micromanagement found in the literature.

Special thanks to Fluor for its assistance in funding the card game effort. We have four graduate students and two professors continuing to develop the game, in running the game, and collecting data for our trend analysis. Our expectations are that leadership actions may cost less than management actions and provide a greater return on investment.

Bill Badger

William.badger@asu.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.

★ **Dan Halpin** received the 2008 University of Illinois Civil and Environmental Engineering Alumni Association's Distinguished Alumnus Award. The presentation was made at a gala banquet of the University of Illinois CEE Alumni Association held at the Union League Club in Chicago on February 7, 2008.

★ **Ben Montoya** was selected as a Distinguished Graduate of the Naval Academy. He was one of five new selectees.

Editor's Note: We intend to include this item in all future editions of the *NAC Bulletin* to recognize NAC members who receive distinguished awards, appointments, etc. If you or a member known to you has received such an honor during 2007-08 from a university, professional organization or similar entity, please send the information via e-mail to the group listed below for vetting and inclusion in the fall edition of the *Bulletin*.

[John Mihm, 2008 NAC President, Richard Tucker, NAC Secretariat, Vince Kontny, NAC Bulletin Editor](#)

Send Kudos!

From the Secretariat



Richard Tucker

The Academy has had a busy year since its Annual Meeting last October! The 2008 membership selection process is under way. The Executive Committee has met and addressed a number of issues. The Foundation Trustees have met by teleconference and the Development Committee met in early January. Most of those activities are reported in separate articles in this *Bulletin*.

A considerable amount of time and effort has been committed to filing an application for official status as a 501(c)(3) organization with the Internal Revenue Service. Our experiences are described below for information purposes. We have been assured by experts that the NAC process is normal for all such organizations and that the NAC preparatory material was excellent. All contributions and dues have been handled appropriately to date.

The NAC received a charter in 2001 with the State of Texas as a non-profit organization and, although filing an appropriate annual report with the State, has maintained all of its accounts through the University of Texas. In anticipation of developing an endowment fund and the need for more flexibility in future funds utilization, the NAC opened a checking account at the Frost Bank in Austin, and also received an Employee Identification Number (EIN) from the IRS in 2007. We have now engaged an attorney to assist us in applying to the IRS for recognition as

a 501(c)(3) organization. A separate recognition with the IRS is necessary and, with the understandable concerns after 9/11, that process is complex and thorough. The application was submitted to the IRS on 31 March 2008, and is about 40 pages, including attachments. However, the process has been even more complicated.

Our attorney, after reviewing the NAC history, concluded that the appropriate 501 status with

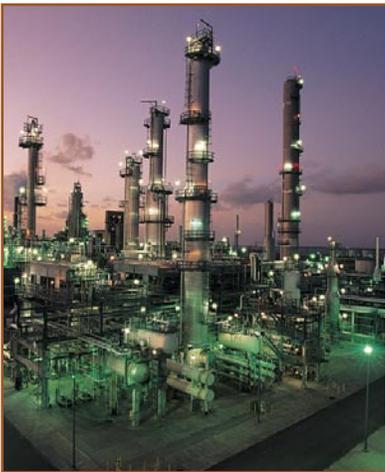
the IRS would be for a 501(c)(3) organization. (There are many non-profit categories.) The 501(c)(3) is for “charitable” and other types of organizations. The NAC current and planned activities, such as the Safety White Papers, the recent workshop with BICE on Disputes Avoidance and Resolution, the upcoming NAC Forums, etc., are considered “educational” activities and should qualify NAC as a “charitable” organization. However, to emphasize that purpose and to address some other IRS issues (such as disposition of remaining funds upon NAC dissolution), we needed to amend our Articles of Incorporation with the State of Texas.

We are a “member-driven” organization. Thus, amending the Articles of Incorporation has required a vote of the entire membership. The vote was done at a special NAC meeting, called by President John Mihm, on 21 April 2008. For convenience, most members voted by proxy. The Articles of Incorporation have now been amended with the State of Texas, and have been substituted in the IRS application. We expect to receive IRS approval later in 2008, hopefully before our October Annual Meeting but, of course, nothing is certain at this stage.

The amended Articles of Incorporation reflect the direction NAC has taken with the guidance of its members at the last several meetings. At our request, the attorney guiding our application has attempted to include language that will preclude later confusion, while allowing NAC to function in the manner the membership has desired.

I emphasize that NAC is in a normal state of evolution with respect to its official organization status. All dues and other contributions to date are tax-deductible. We expect to continue our headquarters affiliation with the University of Texas, although we have an additional Frost Bank account to simplify some of our receipts and expenditures.

Richard Tucker, Secretariat
rltucker@mail.utexas.edu



NAC Endowment Fund Contributions Exceed \$100,000!

The Trustees of the NAC Endowment Fund (previously called NAC Foundation Fund) wish to thank the 13 NAC members who have given approximately \$125,000 to the Endowment Fund. An additional amount of about \$50,000 has been committed for the future. This is a fine start toward our ultimate goal of \$10,000,000.

As presented at the Annual Meeting in Denver, the needs for the Endowment Fund are apparent. NAC dues alone will not support the projected operating expenses. Recent activities and decisions taken by the Annual Meeting and the Executive Committee would predict that if the NAC wishes to undertake selected activities to improve the industry, the annual financial resources will be in the range of

\$400,000 per year. The Endowment Fund, at an annual yield of 5 percent, would need to be in the \$10,000,000 range to fund that amount.

In January, the Trustees (Doy Cole, Chair; Mike Goodrich; John Lamberson; Ben Montoya and Richard Tucker) agreed to postpone establishment of The NAC Foundation as a separate non-profit [501(c)(3)] organization until the fund has grown to an amount justifying the higher maintenance. Accordingly, the name change from NAC Foundation Fund to NAC Endowment Fund. An application is being filed with the IRS to insure full charitable status for "The National Academy of Construction."

Doy Cole
doycole@aol.com

NAC Development Status

The NAC Endowment Fund development process is under way. The Development Committee, composed of Bill Badger, John Mihm, Ben Montoya, Richard Tucker and myself, met in Austin 8 January, and prepared recommendations, which were approved by the NAC Executive Committee 20 March 2008. Some of our ideas are mentioned below.

First, there will be six levels of contribution, as listed below.

- **Bronze** **\$1,000 minimum**
- **Silver** **\$5,000 minimum**
- **Gold** **\$25,000 minimum**
- **Platinum** **\$50,000 minimum**
- **Diamond** **\$100,000 minimum**
- **Distinctive Donor** **\$1,000,000 minimum**

The level attainments are cumulative, and can be achieved by contributions over a period of years. Although the Committee's attention is focused on the Endowment Fund,

contributions to the operating fund will also count in the cumulative giving.

The solicitation will be "low-key" and will include the following aspects.

- **No one-on-one solicitations**
- **No listing of contributions without permission of the donor**
- **The Executive Committee will review all printed solicitation material to ensure proper content**
- **No outside agents will be used for solicitation**

The Development Committee is preparing draft solicitation material for review by the NAC Executive Committee. An initial listing of possible corporate donors and foundations has been prepared. More information will be provided at the 2008 Annual Meeting.

John Lamberson
jlamberson@mindspring.com



Reserve the Date!

Annual Meeting, October 9-10 2008

Welcome to this year's National Academy of Construction Annual Meeting being held October 9 and 10, in the heart of America, Bartlesville, Oklahoma!



While networking with construction industry leaders, you will also find the opportunity to soak in the rich heritage of Oklahoma.

This year's agenda is full and offers an opportunity to discuss many important issues taking place in the National Academy of Construction. For details please see page 13.

The historic Hotel Phillips will serve as your home away from home. This quaint hotel/bed & breakfast offers many amenities and is within walking distance to many popular and historic landmarks.

The business meetings and formal dinner will be held at the Woolaroc, the summer home of Frank Phillips (the co-founder of Phillips Petroleum Company, now Conoco Phillips).



For the art and architect lovers, Bartlesville offers international and western flavors. You will want to visit the Price Tower designed by Frank Lloyd Wright, the La Quinta Mansion designed by Edward Delk, and the famous Sante Fe Train Depot.

We have also arranged numerous events surrounding the annual meeting for your pleasure including golf, tennis, swimming, lunch and dinner at the Hillcrest Country Club, dinner and a tour at the Price Tower, and shopping tours.

Bartlesville offers many quaint shops such as the Red Dirt Soap Company, Candle Factory, Sweet P's and many other shops and antique stores.

Bartlesville is just around the corner from Tulsa. Thus, anyone wanting to take a day trip to Tulsa for shopping at Sak's Fifth Avenue, Miss Jackson's (Oklahoma's Neiman Marcus), Coach and many more specialty boutiques, will be whisked away for a day of shopping.

If you are interested in playing the golf scramble, joining us for the special dinners or want to go on any of the territory tours, please send an e-mail message to Mary Lynn Mihm at Mihmesqla@aol.com or call 918-336-6536 with an expressed interest no later than July 1, 2008. We do not need any money up front or a guaranteed commitment, just an idea of your interest so that we can develop a tentative head count.

For your convenience, please contact Amos Radlinger or Mary Lynn Mihm to reserve your room at 918-336-6536 or Mihmesqla@aol.com. To guarantee a room, and obtain the discounted group rate, we must have your reservation by September 1, 2008.

I look forward to seeing you in Bartlesville!

John C. Mihm
2008 NAC President
jcmihmr66@aol.com



Many famous persons (presidents, movie stars and outlaws) have been guests at Woolaroc. You will now join that distinguished list.

There are many opportunities for absorbing the Native American culture while you are in Bartlesville: the Tall Grass Prairie, Woolaroc and Prairie Song.

Take a step back into Bartlesville's oil boom past by visiting the Frank Phillip Mansion, Nellie Johnstone, the Phillip's Petroleum Museum, and the Bartlesville Historical Museum.



NAC Annual Meeting Agenda

The 2008 NAC Meeting will be held at Woolaroc in Bartlesville, Oklahoma, October 9-10, 2008. A block of rooms has been reserved at Hotel Phillips. Rooms start at \$ 115 for a regular room, and \$170 for a concierge suite. When making your reservation, please contact Mary Lynn Mihm or Amos Radlinger at 918-336-6536 or Mihmesqla@aol.com. To ensure the discounted rate and to guarantee a room, please make your reservation on or before September 1, 2008. We will not need a credit card at the time the reservations are turned in; however, you will need to secure payment upon check in.



Wednesday, October 8, 2008

- Check-In Hotel Phillips (Early Arrivals)
- 1:00 p.m. Golf Scramble, Hillcrest Country Club
- 7:00 p.m. Dinner at Price Tower

Thursday, October 9, 2008

- Check-In Hotel Phillips (All day)
- 11:30 a.m. Lunch at Hillcrest Country Club
- 1:00 p.m. Hospitality Room Opens
(Hotel Phillips/Chairman's Room)
- 5:00 p.m. First bus leaves for Woolaroc
- 5:45 p.m. Keynote Presentation
- 6:00 p.m. Second bus leaves for Woolaroc
- 6:30 p.m. Cocktails, Self-Guided Tour of Museum
- 7:30 p.m. Black Tie Dinner
(Induction of New Members), Woolaroc
- 9:30 p.m. Buses leave for Hotel Phillips

Friday, October 10, 2008

- 7:45 a.m. First Bus leaves for Woolaroc (Members)
- 8:00 a.m. Continental Breakfast at Woolaroc (Members)
- 8:00 a.m. Continental Breakfast at Hotel Phillips (Guests)
- 9:00 a.m. NAC Annual Meeting at Woolaroc (Members)
- 9:00 a.m. Territory Tour (Guests)
- 11:30 a.m. Second Bus leaves for Woolaroc
- 12:00 noon Member/Guest Luncheon at Woolaroc (special Native American Cuisine and Presentation)
- 1:00 p.m. NAC Meeting (Members)
- 1:00 p.m. Buses leave Woolaroc, tours resume (guests)
- 3:00 p.m. Adjournment of Annual Meeting; bus leaves for Hotel Phillips
- 4:00 p.m. Meeting for 2008-2009 Membership Committees (Hotel Phillips)
- 6:30 p.m. Cocktails and Dinner at Hillcrest Country Club

Saturday, October 11, 2008

On your own



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

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