

Bulletin

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SUMMER
2006

Come to Santa Fe!

NAC Annual Meeting October 5-6, 2006

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.



Inn and Spa at Loretto

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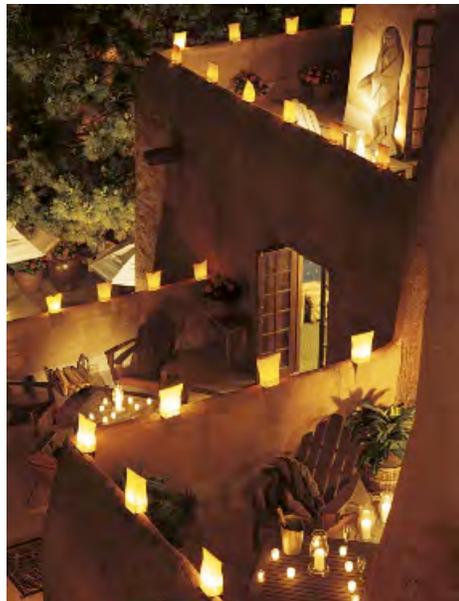
Make plans now to attend the 2006 National Academy of Construction Annual Meeting Oct. 5-6 in beautiful Santa Fe, N.M. Ideally, you'll want to plan on arriving Wednesday, Oct. 4, and staying through Sunday, Oct. 8, to take advantage of all the amenities this idyllic venue has to offer.

The program includes time to network with your industry colleagues as well as formal presentations and Academy business sessions (see page 3 for details). The highlight will be inducting the new members into the Academy.

The Inn and Spa at Loretto will serve as the event headquarters. This elegant Santa Fe landmark rests at the end of the historic Santa Fe Trail amid striking vistas of the Sangre de Cristo Mountains.



Santa Fe's Indian Market is an internationally famous event, drawing a crowd from all around the globe to the city's historic plaza. For many visitors, this is a rare opportunity to meet the artists and learn about contemporary Indian arts and cultures.



Inspired by 13th- century Pueblo architecture, the Inn and Spa at Loretto is a tribute to the region's multicultural heritage.

Seeking to explore the area? The Inn and Spa at Loretto is just steps from the historic Plaza, and the city's famed galleries, museums, boutiques and Canyon Road's "Artist Row." If golf, tennis or another activity is what you're seeking, you'll find those opportunities close at hand, too. You'll want to schedule plenty of time to take full advantage of the location.

Photos courtesy of the New Mexico Tourism Department and the Inn and Spa at Loretto.

From the President

“We discussed and formulated a Strategic Plan to present to the membership for approval at our annual meeting in Santa Fe on 5-6 October.”

We had a great Executive Board meeting at Jimmy and Shirley Slaughter’s Northside ranch on 8 and 9 June. We discussed and formulated a Strategic Plan (see pages 5-7) to present to the membership for approval at our annual meeting in Santa Fe on 5-6 October. A strategic plan is a moving target and has to be revised every so often, so when you see it, don’t wordsmith it too much, as the Executive Committee spent some time on it and we think it gets us moving in the right direction. We can do plenty of revisions in the years to come.

We think we have put together a good meeting with several interesting speakers for Santa Fe. You should receive word on that shortly if you haven’t already. As usual, Richard Tucker and his able assistant, Alicia Zapapta, have outdone themselves in putting this meeting together.

Another item to discuss at the meeting was a proposal by Bill Badger to develop a leadership course by interviewing our NAC members. We certainly have some of the great leaders in the construction world as members, and most of you have a great deal of influence on other issues. If, after hearing Bill speak on the subject in Santa Fe, we agree this would be a matter of interest to young people just

starting out in construction and engineering, and I certainly believe it would, we will ask you to be available for a phone interview or a visit from someone putting the course together in the future.

The Executive Committee nominated for your consideration in October John Mihm, former Senior VP for Technology and Project Development for Conoco Phillips and currently a consultant, to be the incoming Vice President behind Vince Kontny. Vince, the former President & COO of the Fluor Corporation and later a senior executive in the Washington Group, will become President at the meeting in Santa Fe. Vince still consults a lot when he isn’t running his beautiful ranch, the Double Shoe Cattle Company, in Colorado. The nominating committee will be meeting for all offices prior to our meeting in Santa Fe, and will bring the report to you.

We look forward to seeing as many of you as possible at the meeting in October in Santa Fe. Let’s do our best to have a good turnout for the meeting and bring your spouses. They will appreciate all the shops and activities in Santa Fe.

Warm regards,
Jack Buffington
jebuffi@uark.edu

2005 NAC Annual Meeting



NAC Annual Meeting Agenda

Oct. 5-6, 2006, Santa Fe, NM

Wednesday, Oct. 4

- Check-in for early arrivals at the Inn and Spa at Loretto
- No organized events

Thursday, Oct. 5

- Registration
- All day – hospitality room open for spouses and guests
- AM and early PM: sight seeing
- Lunch – on your own
- 12:00 noon – 3:30 p.m. Executive Committee Meeting (working lunch)
- 4:00 – 5:00 p.m. Plenary Presentation (members and guests)
- 6:00 – 9:00 p.m. Cocktails and Dinner (Black Tie) Induction of new members

Friday, Oct. 6

- All day – hospitality room open for spouses and guests
- All day – sight seeing for guests
- 8:00 a.m.-9:00 a.m. Buffet Breakfast for Members
- 9:00 a.m. – 12:00 noon NAC Annual Meeting
- 12:00 noon – 1:00 p.m. Member's Luncheon
- 1:00 p.m. – 3:00 p.m. NAC Annual Meeting
- 3:00 p.m. Adjournment; additional transition meeting for 2006 and 2007 Membership Committees
- Evening – on your own



Canyon Road Galleries

Artists are drawn to New Mexico's landscape, weather, cultures, and the mysterious special 'light' many of them note in their comments. Even ancient cultures inhabiting the region captured its beauty in pottery, weaving and rock carvings. Santa Fe's Canyon Road is a popular hotbed of galleries that reflect that rich artistic legacy in the state.



Santa Fe Plaza

The heart of Santa Fe is the plaza. The 'City Different' has been the capital for the Spanish "Kingdom of New Mexico," the Mexican province of Nuevo Mejico, the American territory of New Mexico (which contained what is today Arizona and New Mexico) and since 1912, the state of New Mexico. Santa Fe, in fact, was the first foreign capital overtaken by the United States, when in 1846 General Stephen Watts Kearny captured it during the Mexican-American War.

Register Now for the NAC Annual Meeting in Santa Fe!

Plan now to attend the NAC Annual Meeting 5-6 October in Santa Fe at the elegant Inn and Spa at Loretto. To register, please complete the attendance form mailed earlier and send with your dinner reservation check of \$200 per person to Alicia (address on p. 12).

Special guestroom rates have been arranged for the National Academy of Construction (single/double \$239, rates do not include applicable taxes). To

receive the NAC rate, reservations must be made no later than 4 September.

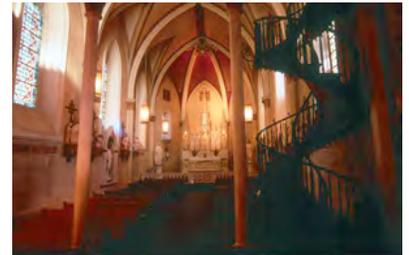
Group Event: National Academy of Construction

Reservation Toll-Free: 800-727-5531

Inn and Spa at Loretto: 505-988-5531

Hotel Fax: 505-984-7964

www.innatloretto.com



Loretto Chapel

The Sisters of Loretto came to Santa Fe from Kentucky in 1853, and opened the Academy of Our Lady of Light (Loretto), a frontier boarding school for girls. The Sisters decided the school needed a chapel, and construction began in 1873. It is home to the famed "Miraculous Staircase," and among its other architectural marvels are its stained glass windows. They came from Paris in 1876, first by ship, then paddle boat, then covered wagon. Loretto Chapel is now a private museum.

Things to See and Do in Santa Fe

Activities at the Inn and Spa at Loretto and nearby include countless possibilities for adventure, culture, nature, and dining. There's something for everyone—families, couples, and business travelers alike.

- Georgia O'Keefe Museum
- Santa Fe Historic Trail, and
- Indian and Spanish Market.

In and near Santa Fe:

- golf and tennis
- horseback riding
- bird watching and ballooning
- rafting along the Rio Grande

Learn more at www.santafechamber.com or www.santafeartsandculture.org.

In and around the hotel:

- world-class spa
www.innatloretto.com/spa
- lounge and pool
- fitness center, and
- art galleries and sculpture garden

Within walking distance:

- Santa Fe boutiques, galleries, shops, and restaurants,
- the Miraculous Staircase at the Santa Fe Loretto Chapel
- Canyon Road galleries
- Santa Fe Plaza and the Palace of the Governors



Santa Fe Opera

This unique building houses the Santa Fe Opera, which has earned an international reputation for excellence. The remarkable setting has lured both performers and opera fans from all around the world.



The Inn and Spa at Loretto

DRAFT

National Academy of Construction Strategic Plan*

1. INTRODUCTION

In 1999, several leaders in the construction industry wanted to form an organization to contribute to the country through advice to the industry and the U.S. Government. This group selected the National Academy of Construction, hereafter called the "Academy" or "NAC" as its title, and it operates as a non-profit, 501c3 Texas Corporation.

The PURPOSE of the Academy is to:

- Provide recognition to past and present industry leaders for their personal contribution to the engineering and construction industry.
- Establish a body of engineering and construction industry leaders who are available for advice and service.
- Endeavor to serve and provide leadership to the industry through such activities and programs as:
 - (a) providing mentoring and example to present leaders of organizations who are involved in the industry,
 - (b) promoting the uses and implementation of "best practices" throughout the industry,
 - (c) serving as a catalyst for the improvement of the industry, and
 - (d) developing advocacy positions on topics that the members believe will have a positive impact on the industry.

The NAC GOALS:

- By 2015, NAC will be recognized as the preeminent organization responsible for identification and advice on the resolution of important issues facing the construction industry.
- By 2015, membership in NAC will be recognized throughout the construction industry as the highest honor bestowed by their peers.
- Ultimately, NAC will be recognized as one of the National Academies

NAC STRATEGY FOR CARRYING OUT ITS PURPOSES AND ACHIEVING ITS GOALS:

- Membership selection
- Inspire and engage the membership
- Raise awareness of the NAC
- Identify critical issues
- Impact the resolution of those issues

2. THE IMPLEMENTATION PLAN

The Implementation Plan must focus on only the most essential actions. Our resources are limited, and must be deployed for maximum effect. This is an evolving process, and many changes in this plan can be expected.

There are four main points to the implementation plan – (1) the membership (2) the program, (3) the interface role of NAC with other agencies and organizations, and (4) the capital campaign. The issue is how NAC will fill this perceived requirement to be of service.

Editor's note:

As Jack mentioned in his article on Page 2, the Executive Committee recently formulated a draft of the NAC Strategic Plan to be presented to the membership for its approval at the October annual meeting. The draft plan is presented here for your review.



DRAFT NAC Strategic Plan, continued

This will depend upon the expertise and time volunteered by the members. While initially NAC can work with agencies such as the National Research Council (NRC) to support their efforts and somewhat use their resources, eventually some sort of capital campaign will have to be undertaken to supplement NAC's program.

2.1 MEMBERSHIP

To provide the critical mass of leadership to implement these purposes and resulting goals, NAC will continue to have an aggressive membership search. The goal will be for the construction industry to regard election into the National Academy of Construction to be the highest honor their peers can bestow. This most exclusive organization will be filled with members who have much to offer this country in small repayment for what they have been able to achieve. Each year the membership will generate as large a list as practical of potential members. This list will be voted on by the membership with the top ten being elected into the Academy.

**2.2 THE PROGRAM**

The purposes of NAC and its goals are listed above. NAC covers the whole construction spectrum, a bridge for the good of the industry vs. the individual welfare of organizations or companies. The major thrust of this program is to be recognized as the premiere source of information on any matters relating to the construction industry and the significant role it plays in the economy and welfare of the United States. In more specific terms, NAC will pursue:

A. Issues members provide that are critical to the industry

- B. Consider what has been done by others on the topics
- C. Determine where NAC, through influence guiding other organizations to focus on the cause, or conducting research itself, can cause a significant improvement.
- D. Fellowship and Communications

2.3. ROLE OF THE NAC WITH OTHER AGENCIES AND ORGANIZATIONS

NAC will work with existing organizations and agencies to influence the pace and direction of the construction industry. Such groups include the National Research Council (NRC), which is the operating arm for the current National Academies (NAS, NAE and IOM). The NRC has a staff of more than a thousand people working on major problems facing the country, which have surfaced through various channels to the National Academies. The NRC goes to volunteers, not just the members of the National Academies, although there is representation from these on all studies done by NRC, but to experts in that particular research. Many of our current NAC members participate each year in these studies. NRC funds the expenses for these studies, although the members donate their time. This limits the subject of the studies to the desires of the National Academies and NRC, although NAC members can greatly influence how these studies will be conducted and membership on the studies working through appropriate channels.

As NAC becomes more solvent financially in the future, it can begin to generate and conduct studies under its own title. Working with other organizations will be necessary to promote NAC's capabilities.



DRAFT NAC Strategic Plan, continued

2.4. FUNDING AND ENDOWMENT CAMPAIGN

In the initial years of the growth of NAC, funds will certainly limit what the Academy can achieve, but as the organization matures there will be a requirement for resources to extend beyond influencing and helping others to conduct and share research. An ad-hoc Committee has been appointed for examining ideas to fund raising short of approaching each member, requesting large donations. Initially endowments and low-key Foundation approaches may be a consideration.

3. ADMINISTRATION

NAC ultimately will have an Executive Director (Secretariat) and small staff to handle the day-to-day business. It will have an Executive Committee consisting of a President, Vice President, Secretary, Secretariat, 1st, 2nd, and 3rd Past Presidents, Two at-large members, a Membership Chairman and Ad Hoc Committees as deemed necessary by the Executive Committee.

4. ACTION PLAN

WHAT	BY WHOM	BY WHEN
Adopt a Strategic Plan	Membership	6 Oct 06
Membership selection	Membership Chair	Continuing
Encourage NRC to pursue NAC	President & EXCOM	Continuing studies of interest
Funding Issues Study	Ad Hoc Study Group	6 Oct 06
Ad Hoc Groups	President	Continuing

*Plagiarized from NAE's Strategic Plan



Vale



“Boyd’s commitment and tireless actions resulted in his major role in building the academic discipline of construction. His fundamental approach, creativity, view of new technology, and interaction with industry built a solid foundation for this new field.”

Boyd Paulson

The National Academy of Construction lost one of its early academic members with the death of Boyd Colton Paulson, Jr. on 1 December 2005 at the age of 59 years. Family and friends celebrated his life at a memorial service at the Stanford Memorial Church on 7 February 2006.

Boyd’s major contribution in construction education and research, and in providing affordable housing mean that he will be greatly missed in many professional and non-profit organization and by a large group of friends.

Boyd grew up in a heavy construction family. He was born in Providence, R.I., on March 1, 1946, the oldest of five children. His father served as a project and operations manager for Utah Construction and the family relocated frequently. In 1962 and 1963 he and his family lived in a remote construction camp in Australia while Boyd Paulson Sr. managed a major project in the Snowy Mountains Scheme, a massive infrastructure development.

While attending high school in Australia, Boyd met his future wife, Jane Kingdon, who was in his 1963 graduating class. Jane remained in Australia to attend the University of Sydney, while Boyd enrolled at the University of Utah. In 1965, he transferred to Stanford, eventually earning three degrees in civil engineering: B.S. ’67, M.S. ’69 and Ph.D. ’71.

Boyd was diagnosed with Hodgkin’s disease, a cancer of the lymph system, at age 21. Jane visited him shortly after he completed early experimental chemotherapy treatment. They were married a few months later in February 1970. The family eventually grew to include their son Jeffrey and daughter Laura and enjoyed 36 happy years together.

Boyd served as an assistant professor of civil engineering at the University of Illinois from 1972 to 1974. He then returned to Stanford to join the faculty in

the graduate Construction Engineering and Management Program in the Department of Civil and Environmental Engineering where he served for 31 years. During this time he also served as a visiting professor at the University of Tokyo (1978), the Technical University of Munich (1983), the University of Strathclyde, Glasgow, Scotland (1990-91) and the University of Hawaii (1998).

Boyd’s commitment and tireless actions resulted in his major role in building the academic discipline of construction. His fundamental approach, creativity, view of new technology, and interaction with industry built a solid foundation for this new field. The workshop that he organized in 1975 for industry and academic leaders, such as NAC members, set goals for basic research in construction that charted the course for many years. His work with the National Science Foundation, the Department of Transportation, the Business Roundtable and others, resulted in understanding of new technology for heavy civil work that significantly advanced practice.

He worked on two of the largest U.S. urban rail projects in the second half of the 20th century—BART, in Northern California, and Metrorail, in Washington, D.C.—as a researcher focusing on lessening the disruption caused by construction in urban areas. His other construction projects included a dam and tunnel on Australia’s Snowy Mountains Hydroelectric Scheme, a pipeline in Alaska and a six-month analysis of urban tunneling in Japan.

Teaching was always a labor of love for Boyd. He put tremendous effort in developing material and industry contacts to provide an intense learning experience. Students marveled at this ability to balance such very different topics as the performance and economics of construction equipment or the entitlement and construction of affordable housing, in one course in a way that increased student interest in both.

Boyd became a passionate teacher and builder of affordable housing. His initial intention was to provide an opportunity for students in his field operations course to plan work at the crew level, try to implement their plans on Habitat for Humanity projects, and learn greatly about the reality of major challenges in getting something built. But, as was usual for Boyd, he did much more. He first offered a course on the design and construction of affordable housing during the 1998-99 academic year and added a freshman seminar covering this topic the following year. Taking the pragmatic view as always, he moved these courses away from the field construction topics that he loved toward other activities that are critical in the success of these projects, such as funding and entitling land and designing homes that satisfied community plans, constrained sites, and family needs. Many of the students who enrolled in one of the nine total offerings of these courses gained more than Boyd's extensive knowledge of the field; they gained his passion for helping.

To continue his involvement in affordable housing, Boyd served on the boards of two of the Bay Area's leading nonprofit organizations focusing in this area—Peninsula Habitat for Humanity and the Mid-Peninsula Housing Coalition. He provided major input to construction oversight of Peninsula Habitat for Humanity's \$2 million, 24-unit condominium project for low-income residents in East Palo Alto, California. Stanford recognized this exceptional community service by awarding Boyd the 2004 Miriam Aaron Roland Volunteer Service Prize, which is given annually to faculty members who have demonstrated a personal commitment to community service and have engaged students to integrate academic scholarship with significant volunteer work.

Many other key roles by Boyd indicated his commitment to the construction profession. He chaired the ASCE

Committee on Professional Construction Management from 1974 to 1977 and the National Science Foundation's Civil and Environmental Engineering Division Advisory Committee from 1983 to 1989. He also served as vice chair of the U.S. National Committee on Tunneling Technology (1986-89) and the National Research Council Panel for Assessment of the National Institute of Standards and Technology (1995-98). His professional honors include ASCE's 1980 Walter L. Huber Civil Engineering Research Prize, Germany's Alexander von Humboldt Foundation Research Fellowship in 1983, ASCE's 1984 Construction Management Award and 1993 Peurifoy Construction Research Award. In 1984, he was named a distinguished scholar by the U.S. National Academy of Sciences Committee on Scholarly Communication with the People's Republic of China, and in 1986 he was given the project Management Institute's Distinguished Contributions Award. He was elected to the National Academy of Construction in 2001.

Professor Raymond Levitt, Boyd's colleague in the Stanford construction program for over 25 years, described him well: "Boyd Paulson was a gracious, kind, intelligent and caring colleague, professor, advisor and friend. I will always be inspired and guided by his consistent, flawless integrity in all matters, professional and private. The way in which he lived each phase of his life, and the quiet courage and dignity with which he managed the end of this life, will serve as a lasting beacon of inspiration to all who knew him."

Bob Tatum
tatum@stanford.edu

"Boyd became a passionate teacher and builder of affordable housing. His initial intention was to provide an opportunity for students in his field operations course to plan work at the crew level, try to implement their plans on Habitat for Humanity projects, and learn greatly about the reality of major challenges in getting something built."

"Many of the students who enrolled in one of the nine total offerings of these courses gained more than Boyd's extensive knowledge of the field; they gained his passion for helping."

Dispute Resolution:

Proceedings of Dispute Prevention Best Practices Forum to be Published by National Academies Press



NAC members will recall the landmark Forum on Dispute Prevention and Resolution Best Practices that the NAC presented at the National Academy of Sciences in September 2004 in conjunction with the Federal Facilities Council. The Proceedings of that Forum will soon be published by the National Academies Press, and it is hoped that copies will be in the hands of all NAC members well before the date of this year's Annual Meeting.

The Forum, titled "Reducing Construction Costs: Uses of 'Best Dispute Resolution Practices' by Project Owners," brought together 16 leading experts (ten of them members of NAC) on the subject of preventing, controlling and resolving construction disputes. It was chaired by Richard Little, who at the time was Director of the Board on Infrastructure and Constructed Environment (BICE) of the National Research Council, and was organized by the NAC Dispute Resolution Committee together with Lynda Stanley of BICE (who has since succeeded Rich Little as Director of BICE).

Speakers and panelists at the Forum addressed themes that are critical to the understanding and implementation of Best Dispute Resolution Practices in the industry: (1) The adverse impact of disputes on the costs of projects and the economics of the industry; (2) the need to reduce disputes in order to

improve the efficiency of the construction process; (3) the many tools and techniques that are available for prevention, controlling and achieving the earliest possible resolution of disputes; (4) outstanding examples of successful uses of these tools and techniques on some high-profile projects; (5) an analysis of the extent of use of these tools throughout the industry; (6) an analysis of the reasons why these tools are not more widely used; and (7) a discussion of ways in which greater use of these tools can be implemented throughout the industry.

The Forum focused particularly on the steps that owners of construction projects (who have the greatest ability to influence how their projects are conducted) should take in order to make their projects more successful.

We expect that the Proceedings, when published, will represent the single most authoritative source of information on the subject of prevention and controlling construction disputes. We expect that the Proceedings will be widely distributed throughout the industry, and hope that they will have a beneficial influence on the leaders of construction projects.

Jim Groton

jpgroton@sablaw.com



Lifetime Membership

In its June meeting, the Executive Committee agreed to offer the NAC membership the opportunity to become “lifetime members.” For a one-time payment of \$2,500, the NAC member would pay no more dues and receive all the benefits of membership for a lifetime. This payment is tax deductible. As the organization moves to increasing its activities and thus its costs, the up-

Future Funding of NAC

NAC has many members who wish to have an “active” program, rather than just be an honor society. An active program will require financial resources, as well as volunteers, and could involve several aspects, including research funding and holding seminars or workshops. At some point, NAC will need to invest more in office operations. At present, our office costs are low, partly because UT is providing space, the Secretariat time and expenses are donated, and NAC pays only a small part of the time of our Administrative Associate and Student Associate. We must look to the time that we will need a paid Secretariat or Executive Director.

Membership Committee Activities

Your Membership Committee has been working diligently and on schedule to be able to present ballots in July to NAC members. We have a strong slate of nominated candidates from which to select ten individuals for induction at the annual meeting.

Vince Kontny for Ralph Peterson
rpeterso@ch2m.com

front payment of membership dues could provide some cash flow cushion while relieving members of the burden of writing a check each year. With current dues at \$250, this proposition pays out in 10 years. The Membership will be asked to approve this proposal at the Annual Meeting.

Doy Cole
doycole@aol.com

NAC cannot meet its future financial needs from dues alone. Possible funding areas are limited. Sponsored research is not a viable option, because of its uncertainty, high development costs and that is not NAC’s mission. An aggressive capital campaign is probably not practicable. We believe solicitation is demeaning to the culture of most of our members. Even so, some of our members have substantial resources and actually are looking for ways to make donations to causes they support.

An Adhoc Funding Committee was appointed by the Executive Committee and will make a report to the Annual Meeting in October.

Doy Cole
doycole@aol.com



About the NAC Bulletin

At the Executive Committee meeting in Texas, I raised the subject of improving communication with the NAC membership. After some discussion, it was agreed to try a newsletter, and I was given the task of creating the *NAC Bulletin*. This is the first issue.

The purpose of the *Bulletin* is simply to improve communication **to and from** the membership. The intent is to promulgate information for NAC forthcoming events (such as our annual meeting this October in Santa Fe), a general message from our President on subjects of interest and those being addressed by the Executive Committee, and reports by the Ad Hoc

Committee Chairs on their activities.

This first issue is a trial format. It is being distributed by e-mail as a PDF attachment, or postal mail to those without e-mail service. It can, of course, be reviewed on the screen or be printed. The last page lists members of the Executive Committee and their e-mail addresses. This should facilitate easy communication from members—one of our primary objectives.

To initiate this communication, I would greatly appreciate your feedback on this first *Bulletin*, which could also be the last if it doesn't serve its purpose. We

could issue future bulletins semi-annually, quarterly, or as deemed appropriate. Please let me know your reaction to this communication and your recommendations.

My task as editor is simply to compile and organize news from the President, committees, and members. It is the intent to post each issue of the *Bulletin* on the NAC website for future reference.

Lastly, these initial issues of the *Bulletin* are being prepared at no cost to the NAC.

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

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