



Bulletin

Volume 11 Issue 1 Spring 2018

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.



photo courtesy of Cliff Schexnayder



From the President

I hope all of you are well and staying busy as the seasons change. Our Spring edition of the Bulletin reflects a busy agenda for the Academy, and I'm pleased so much activity is being generated in our collective efforts to improve the industry.

In May in Tempe, AZ, we teamed with the National Academy of Public Administration (NAPA), the American Geographical Society (AGS), and Arizona State University at a summit regarding transportation infrastructure investment. You can read about the results of that meeting in this edition. We're also expanding activities in our "Executive Insights" published pieces (the current write-ups are on the website) and are envisioning a second stream of written articles that will focus on identifying critical issues in specific areas where Academy members' expertise can add to our knowledge base.

Our Safety White Paper series is prolific, and we interviewed long-time member Emmitt Nelson, the author of 41 of the 42 papers, to get his insights on why these SWPs (also on the website) are so important in our efforts to reach zero injuries.

We have engaged a branding consultant to help us in developing a new logo and tagline. The intent is to modernize the look and feel of all NAC written and digital communications. This is the first step in a more comprehensive marketing effort that is focused on increasing the visibility and image of NAC within the construction industry.

As usual, you'll see our Spotlight on Spouses write-ups, and some information on our 2018 Annual Meeting at the historic US Grant Hotel in San Diego, CA. We've made a few changes for that October 11-13 gathering. Most importantly, we'll be welcoming our new members there with a formal induction. The Academy's singular honor, the Ted C. Kennedy Award, will be presented to a most deserving member as well. The 2018 class is our largest to date, 38 new Academy members, and I offer my heartiest congratulations to them all.

Have a safe summer and I look forward to seeing all of you this fall.

Hugh Rice, NAC President

- From the President.....1
- Class of 20182
- The US Grant2
- Academy Co-Hosts Summit3
- Interview with Emmitt Nelson.....4
- NAC Auction5
- Executive Insights6
- Submit a Proposal6
- Spotlight on Spouses.....7

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

Mailing Address:

National Academy of Construction
The University of Texas at Austin
301 E. Dean Keeton St., C 1752
Austin, TX 78712-0276

SPittman@utexas.edu
Phone: 512-471-5084
Fax: 512-471-3191

We're on the Web!
See us at:
www.naocon.org

Welcome Class of 2018

Austin, TX – The National Academy of Construction has selected its newest members. The Class of 2018 represents the largest group yet to be inducted into the Academy. The formal induction will take place at the Annual Meeting at the US Grant in San Diego, CA, on October 11. Congratulations to the well-deserving new members, who are listed below:

Luis Alarcón – *Catholic University of Chile*
 Glenn Ballard – *University of California-Berkeley*
 Katherine Banks – *Texas A&M University*
 Jamey Barbas – *New York State Thruway Authority*
 Christine Branche – *The National Institute for Occupational Safety and Health (NIOSH)*
 Lloyd Caldwell – *U.S. Army Corps of Engineers*
 Russell Clough – *Stanford University (ret.)*
 Mark Cox – *Eastman Chemical Company*
 Gary Engle - *AECOM*
 Mark Federle – *Marquette University*
 Martin Fischer – *Stanford University*
 Harold Force – *Force Construction Company, Inc.*
 Anna Franz – *U.S. Courts*
 Thomas Gelormino – *Vet’s Explosives, Inc.*
 Chuck Greco – *Linbeck*
 Awad Hanna – *University of Wisconsin-Madison*
 Elie Homsy – *Parsons*
 Charles Jahren – *Iowa State University*
 Michael Kenig – *Holder Construction Company*
 John Kolaya – *Yonkers Contracting Company*
 James Marquardt – *J.F. Shea Construction, Inc.*
 Raymond Messer – *Walter P. Moore*
 Joan Miller – *CH2M (ret.)*
 Gregory Nadeau – *Infrastructure Ventures, LLC*
 Sergio “Satch” Pecori – *Hanson Professional Services, Inc.*
 Denise Richardson – *GCA of New York, Inc.*
 Patricia Rodgers – *Rodgers Builders, Inc.*
 Lynn Schubert – *Surety & Fidelity Association of America*
 Tom Shelby – *Kiewit Energy Group, Inc.*
 Eddie Stewart – *Caddell Construction, LLC*
 Mike Sullivan – *Sheet Metal Workers International Assoc.*
 Bradley Thurman – *Wallace Engineering*
 Mike Traylor – *Traylor Bros., Inc.*
 Jorge Vanegas – *Texas A&M University*
 Don Vardeman – *Anadarko Petroleum Corporation*
 Walter Wise – *Iron Workers International*
 David Woods – *The Beavers, Inc.*

Historic Venue: The US Grant

Academy members and their guests will be stepping through history at the 2018 Annual Meeting in San Diego, CA. The US Grant originally opened in 1910 in the era of “Grand Dame” hotels. The original cost was \$1.9 million, a staggering amount for the time.



In 2006, a \$56 million renovation to the 11-story icon of San Diego brought the treasure into 21st century luxury. A \$13 million restyling completed in 2017 reimaged the hotel’s opening look and accented the original design. Now with an art-deco designed lounge, chandeliers, and modern art, the hotel has returned to its rightful place as a favorite for locals and travelers alike.

The Early Years

The Kumeyaay Indians were the people originally inhabiting the area where the hotel now stands, and their ancestry can be traced back 10,000 years. Their land stretched from the northern reaches of San Diego County southward along Baja California. In the 1500s, Spanish explorers landed nearby and over the next few centuries, the Kumeyaay were decimated by disease and war. Their numbers dropped from 30,000 to only 3,000 by the 1850s.

President U.S. Grant, sympathetic to the plight of the original inhabitants, passed an executive order in 1875 that set aside over 600 acres of land in the eastern part of the county for the tribe. His actions were appreciated by the Kumeyaay, and they would revere this unusual politician who went against the grain of so many who had preceded him.

In the 1860s, an adventurous visionary named Alonzo Horton moved from San Francisco to San Diego and purchased the land around where the hotel now stands for \$1,000. Soon his investment paid off handsomely, and he built the city’s premier hotel at the time, the 100-room mansion aptly named Horton House.

Later, President Grant’s son and daughter-in-law came to San Diego. Grant, Jr., had married the daughter of Colorado’s first senator, and Fannie Grant made a wise investment when she bought the Horton House for \$56,000. This was at the turn of the century, and the Grant, Jr., family was now in San Diego, wondering what life would bring in this new and different part of the United States. Their idea was to create a truly great hotel, and thus the Horton House was soon under construction as the US Grant.

Historic Venue (cont.)

Construction halted, however, with the earthquake in San Francisco in 1906. All efforts went into rebuilding that city, and materials and labor were not to be found in San Diego. Eventually, the project picked up again and the luxurious 437-room gem was completed in 1910.

Present Day at the US Grant

Surviving through Prohibition, with a slyly converted bar serving as a speakeasy, the US Grant moved on through history. The Grant Grill, built in the 1930s along Fourth Avenue, became a local hit and by the 1970s, power lunches – and men only customers – dominated the famous hotspot. Those customers soon found themselves in hot water with three local female attorneys, however, who were chafed that they weren't allowed into the grill until after 3 p.m. each day. A sit-in by the three women occurred, and they were armed with a gender discrimination lawsuit that had recently been won in New York. The times had changed, and with it, so did the Grant Grill as it opened its doors, permanently, to female customers at any time of the day or night.

Today, after so much history that included World War II sailors, an FDR broadcast from its lobby, a purchase by Japanese interests, and finally a sale to the original tribe of Indians, the US Grant stands proud, representing a city with grace, charm, and elegance as well as an enduring fame.

Make your reservations now! For online, please use the following link <https://www.starwoodmeeting.com/events/start.action?id=1803089848&key=820AF1E> or call (619) 232-3121. When calling, please make sure to say that you are booking for the 2018 NAC Annual Meeting.

Academy Co-Hosts Summit on Transportation Infrastructure Investment

Tempe, AZ – The National Academy of Construction, the National Academy of Public Administration (NAPA), Arizona State University (ASU), and the American Geographical Society held a joint summit here on May 1 to explore strategies for providing federal, state and local leaders with the key information they need to assess and prioritize transportation and other infrastructure investments.

The event, “Building a Shared Map of the Nation’s Infrastructure to Enable Smart Investments,” gathered leaders in public administration, infrastructure development, geography, geographic information systems, and data integration/open data at the ASU Tempe campus, while



allowing audience members at ASU’s Washington, D.C., center to participate remotely via videoconference.

“According to the American Society of Civil Engineers’ 2017 report card, the state of the nation’s infrastructure is dismal and the cost of repair is \$4.6 trillion,” said Teresa Gerton, President and CEO of NAPA. “Decision makers are faced with an overwhelming task to prioritize where investment is most urgently needed without the benefit of systemic, comparable, location-based information about our infrastructure assets. Creating an integrated map of the country’s infrastructure is the first step in getting our arms around this daunting challenge, and our summit brought together key experts whose perspective and experience can help make this a reality.”

The summit focused on the following issues:

- The current state of location-based information on national infrastructure and constraints on systematic access to data.
- Efforts to integrate location-based data systems across jurisdictions to identify potential building blocks for a national-scale integration effort.
- The perspective of stakeholder communities on the needs that a national infrastructure map should address and key impediments to successful integration efforts. (e.g., lack of resources/capabilities, jurisdictional conflicts)
- Strategies for enabling more systematic access to existing data at the national scale and addressing related issues. (e.g., lack of uniform standards)
- The role of government and the public administration capabilities needed to implement such strategies, including those needed to coordinate across government jurisdictions and to effectively tap private sector expertise.

This story is reprinted with permission from the National Academy of Public Administration. Written by Betsy Holahan, Great Point Strategies, for NAPA.

Emmitt Nelson: Reflections on the Academy and on Safety

(Editor's note: Emmitt Nelson has written 41 or the 42 NAC Safety White Papers and is a long-standing member of the Safety Committee. He was interviewed recently about the Academy and about zero injuries.)



Emmitt Nelson

You were inducted in 2000, the first year beyond the original 24 charter members. Only five were inducted that year. What do you remember about NAC then?

EN: That was a total surprise. And I couldn't get in today. *(chuckles)* The qualifications and the people that are members today are far beyond anything anyone conceived back then. The National Academy of Construction was the dream of Richard Tucker, and I give all the credit for the establishment of and the accomplishments of the National Academy of Construction to Richard.

Fast forward to 2018. How is NAC doing today?

EN: I would have to say that the founding of NAC has been very complimentary to the Construction Industry Institute (CII), particularly in the area of safety. I don't know how one could quantify the real value of NAC and CII in safety. The contributions of those two together have helped the industry avoid millions of injuries, thousands of serious injuries, and hundreds of deaths.

You're passionate about safety. Where did that passion originate?

EN: CII always had a safety task force in its research efforts dating back to 1984. I was at Shell then and John Bookout appointed me as the new manager of construction relations. He instructed me to get involved in CII, and it wasn't until 1986 that the first CII publications came out. Safety was one of the first research reports. It was by Jimmie Hinze and it addressed the indirect costs of construction safety. He found that those costs were four times the direct costs of construction projects. Jimmie followed that report up with a second CII investigation to find out who is most influential on a construction project with regard to safety. The answer was, "the contractor."

I was involved in CII's safety research from that point on, and chaired the Zero Injury Research Team. CII has been actively

involved in safety research since its beginnings. At NAC in 2001, Jack Turner was the Academy president and he asked if I would be the NAC secretary, and I accepted. In 2006, Jack Buffington was NAC president and it was suggested to me that we needed to publicize all the CII safety research from 1984 to the present day, to create some "puff" pieces, as the great newspaperman Randolph Hearst would say. In other words, put it on the front page. So we started the Safety White Paper series with zero injuries write-ups.

How is it possible to achieve zero injuries? What is your background in that area?

EN: I had recently retired from Shell in 1989 and got the opportunity to chair the Zero Accidents Research Team for CII. They had just created that task force at the annual meeting and we were fortunate to have Roger Liska from Clemson University begin the investigation with a couple of his graduate students. There were also 18 members on the task force, half owners and half contractors. We were able to verify through their research that both Air Products and Winway Inc. achieved zero accidents, recording four million work hours safely. This was in Freeport, Texas. In our research team effort, 25 projects were contributed by CII members to be studied. The academic researchers, Liska and his grad students, investigated those projects and discovered there were 170 leading indicators to achieve zero injuries. The chief indicator was this: "When CEOs pay attention to safety, safety happens." Essentially, it's about commitment. Nothing is more important.

You're the author of 41 of 42 of NAC's Safety White Papers. What is the driver behind that series?

EN: The driver is research, and the research done by CII over the last 30-plus years is the key. NAC's mission, at least in part, is to make a contribution. And so, going back to what I said about CEOs and safety happens and commitment, we published the first Safety White Paper as an open letter of sorts to CEOs. It was our "puff" piece – a la Randolph Hearst – that I referred to earlier.

Today, to get to zero injuries, you've got to get down to the people with the hammers and nails. All the executives and the engineers who look over the puzzle of a construction project each day wouldn't have anything to brag about if it weren't for the people who have the hammers and nails and the welding torches and so forth who go out and build all those projects without getting hurt. You know, production, production back then was the main emphasis of 90 percent of the project leaders. But really it should be safety, safety, safety because one of the products of safety is production.

Emmitt Nelson: Reflections (cont.)

From your perspective of almost 20 years in NAC, what is the most important aspect new members should be aware of?

EN: That's difficult to answer because there's many ways to view that. I think any person becoming a new member of NAC should examine very deeply their motives. Are you becoming a member to make a contribution to the benefit of mankind? Yes, you can be recognized and you've done a lot of good things in your career. But since NAC is about contributions, you have to be involved, you have to take a stand, you have to be opinionated to the point where you have to vocalize your expertise, which is extensive by the time you get nominated by such an organization. Be prepared to participate, be prepared to contribute. Yes, NAC wants to recognize your lifetime achievements, but don't let recognition be your only motive.

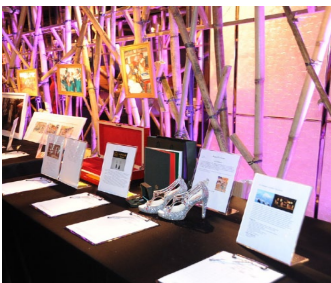
Going Once, Going Twice: Expect Changes for Silent Auction

The Silent Auction, a regular tradition of NAC Annual Meetings, is undergoing some changes for the 2018 version, or versions, as it could now be viewed.

Academy member Edd Gibson and wife, Gail, have volunteered to co-chair the auctions, which are fund-raising efforts, for 2018. With some discussions taking place over the winter with the staff, the Annual Meeting committee, and the new auction leadership, changes are now on the horizon.

First, there will be two auctions. The spouses will have a spouse brunch on October 12 and their very own version of a silent auction. The auction will feature "boutique" items, handmade items, and items representing where spouses are from. "It will truly be a silent auction," Edd Gibson said, "where the highest write-in bid will win the item in question." Donations are already coming in and if you have items you would like to donate, please contact Gail Gibson. Also included in the spouse brunch will be an entertaining talk by

Ann Platz Groton, wife of Jim Groton. Ann is a retired interior designer, has authored several books and is currently working on producing a movie and mini-television series.



At Friday night's dinner, a true auction will take place with traditional items for bid: vacation home getaways, sports tickets to major sporting events, art work, quilts, expensive wines, and more. The goal for these two auctions is \$50,000, supporting NAC.

More Auction Changes

Two additional changes will alter the 2018 auction as well, according to the Gibsons.

First, the Executive Committee has asked that members putting items in the auction such as condos, time shares, and sporting events tickets, for example, to indicate in the description of the item the time available for its use. Some auction item donors have seen a backlog build up in vacation rentals and trying to schedule for the year's guests at such locations becomes difficult when a winning bid does not close out the use of the facility in a timely fashion.

Second, the Gibsons anticipate that some items in Friday night's auction will be for exciting events to take advantage of next year's Annual Meeting location, Nashville, TN. It might be a tour of the Grand Ole Opry or a dinner at a fabulous Nashville restaurant or something in the nearby Great Smoky Mountains.

"It should be fun with all of the changes that the staff and the committee have come up with," said Gail Gibson. "We especially hope the spouses enjoy their own brunch and silent auction. It's all for a good cause and we're looking forward to seeing everyone there. We're also looking forward to the creative contributions that reflect our members' support of NAC."

Members are encouraged to submit items for this year's auction for Nashville events as well as those traditional, sought-after items. Think Yankee Stadium box seats for a game in the Bronx or a wonderful ski vacation in Utah. Or maybe packages representing where you are from, such as a Kansas City barbeque bundle of a cookbook, sauces, and an apron.

If you are interested in donating an item to the Spouse Brunch Auction, please contact Gail Gibson at g2redhead@gmail.com. For donating to Friday night's auction, please contact Sandy Pittman at spittman@utexas.edu.

Executive Insights to Develop Second Stream of Articles

“Executive Insights,” the online publication pieces where Academy members share their expertise, will soon be taking on multiple streams of shared insights. A subcommittee from the Communications Committee is leading the initial effort and is looking for additional member involvement.



Jerry Eyink

Jerry Eyink, who is actively involved in the effort for the Insights subcommittee, said recently that the Executive Insights will expand from the current approach and will have more focus. “The effort came out of our Annual Meeting last October in Washington, D.C. The initial group of Executive Insights articles are currently on the website. We’ll now be developing a second stream that will involve selecting a topic based on critical needs of industry members,” he said. “With that topic identified, we’ll recruit members with expertise in that area who will work together to write this more focused Insights piece. We have a pilot set up now for this second stream.”

The topic for the second stream is early career development for new graduates coming out of colleges and universities and entering the workforce. A topic subcommittee has been established. It will be led by Mike Vorster. Volunteers for the committee should contact Vorster or Eyink for participation information. The goal will be to identify five or six critical issues that graduates will face and provide insights.

Eyink said the second stream of articles also may include another group looking at a second pilot topic: critical issues for government agencies.

“We’re looking to build momentum with this new second stream and carry it forward so that we have a membership-wide interest in participating,” he said.

The Executive Insights was established with the goals in the Academy’s Strategic Plan: to share its collective body of knowledge by providing information from experts on significant initiatives and projects that represent the NAC’s creative and unifying leadership.

Branding Effort Taking a Look at Logo, Graphic Standards

The Communications Committee has taken action on creating a new look for print and digital materials generated by the National Academy of Construction. The committee established a branding subgroup at the Annual Meeting in Washington, D.C. last October, and a contract has been signed with Reichman Frankle Inc. (RFI), the same New Jersey-based graphic firm that updated the NAC website in 2015.

The branding subgroup is chaired by Chuck Thomsen. Members include Rick Haller, Pat Natale, Colette Nelson, Don Russell, and Jan Tuchman. Communications Committee chair Hans Van Winkle, NAC President Hugh Rice, and General Secretary Wayne Crew also participate in the subgroup activities.

The work to be done by the group and RFI is extensive. The scope includes:

- Redesign of the Academy logo
- Application of the brand to the Academy website
- Development of graphic standards for print and digital materials
- Development of graphic standards for white papers, event notices, agendas, and more
- Graphic standards for application of Academy graphics to miscellaneous items

The work on the branding effort is expected to be completed by the Annual Meeting in October 2018.

Submit a Prospect for 2019 - Online

Prospect Forms can be found through your Member Portal account by logging into <https://www.naocon.org>.

Prospect Criteria:

Be a recognized leader in one’s particular industry segment, acknowledged by one’s peers as the “best of the best,” and obviously deserving of the induction into the National Academy of Construction.

- Exceptional achievements for the industry as a whole
- Sustained leadership over many years and continued commitment to making a contribution
- Past recognition by organizations and peers for outstanding contributions to innovation and lasting improvements to the industry

If you have any difficulties logging in, please contact Sandy Pittman at spittman@utexas.edu.

Spotlight on Spouses



Catherine O'Connor

Catherine O'Connor, wife of Jim O'Connor, is a practicing landscape architect in Austin, TX. She graduated from Duke University with a BA in English literature and from the Harvard University Graduate School of Design with a master's in landscape architecture.

After working in New York City and Boston, Catherine returned to her hometown, Austin, where she and Jim married. She then founded her own landscape architecture firm, Co'design, in 2004. Her work includes projects ranging in scale from residential to institutional. Recent work includes the new Liberal Arts Center at The University of Texas at Austin, the Culinary and Healing Gardens at The Children's Hospital of San Antonio, the City of Austin Women's and Children's Shelter, and public park projects for Travis County. She also developed master plans for several ranches in South Texas.

Catherine and Jim have two children, Patrick and Claire. Patrick will attend Indiana University Bloomington in the fall and Claire is currently in her second year at UT Austin.

As the strategic development director for Coastal Children's Services, a pediatric subspecialty group based in Wilmington, NC, Elizabeth Harris, wife of Hank Harris, is responsible for organizational growth and innovation.

Through a combination of collaborative, educational, and outreach initiatives, she leads her practice in the transition from fee-for-service to value-based healthcare. Previously, Elizabeth was the graduate medical director of the four medical residency programs at New Hanover Regional Medical Center. She also initiated training programs for organizations in various industries. She earned a master of education with an emphasis in curriculum and instruction from National University in Bamberg, Germany. She also is a graduate certified in distance learning from East Carolina University, and earned a bachelor's degree in psychology from the University of North Carolina-Chapel Hill.

Originally from Canada, Elizabeth became a citizen of the



Elizabeth Harris

United States in 2012. With all six of their children out of the nest, Elizabeth and Hank share their home with their two dogs and two cats. She loves to travel, hike, and garden.



Sandra Ban

A native of Taiwan, Sandra Ban earned a degree in business administration from Taiwan University. After graduation, she moved to Honolulu, HI, to start her professional career. She established S&L International Trading Company, which imported a variety of footwear and tourist related products from Taiwan and China to Hawaii, Guam, and American Samoa. As owner and president

of the company, she was recognized by the Government of Taiwan for her entrepreneurship and business success. She also was selected as Small Business Person of the Year in Honolulu.

Sandra is now retired from business and enjoys traveling, dining out, cooking, working out daily at the health club, and relaxing at spas. She especially enjoys the spas in Japan and Taiwan, which provide a unique venue for health and relaxation. She also enjoys sharing good wines with family and friends and continues to learn about wines of the world.

Sandra and Gene met in Honolulu and enjoy many of the same activities. They complement each other as Gene plays golf with friends while Sandra enjoys the spas at the golf resorts. Sandra and Gene have a son who works and lives in Honolulu.

(Editor's note: Many of our members have significant spousal involvement in their careers, and a number of spouses attend our annual meetings. The Spotlight on Spouses is included in the Bulletin as a way of introducing these delightful and accomplished individuals. The NAC publishes a booklet of collected Spotlight articles, which is exhibited in the Hospitality Suite at the annual meeting. We encourage all NAC members to contribute. You can submit your write-ups to Sandy Pittman at spittman@utexas.edu.)

Questions/Comments:

Editor - Rusty Haggard - rhaggard99@gmail.com

Design - Sandy Pittman - spittman@utexas.edu