

2023

ANNUAL REPORT

Honoring the Best and
Sharing Our Knowledge



NATIONAL ACADEMY
OF CONSTRUCTION

25TH SILVER JUBILEE



photo by Julien Di Majo



NATIONAL ACADEMY
OF CONSTRUCTION
25TH SILVER JUBILEE

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WHAT WE DO

NAC is the only organization in the United States honoring outstanding individuals across all sectors of the design and construction industry.

NAC OFFICERS

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NAC AT A GLANCE



OUR MISSION

We honor outstanding construction industry leaders and share our collective experiences and expertise to help the nation by improving the construction industry.

OUR VISION

To drive improvement in the construction industry through sharing our collective knowledge and expertise.

OUR GUIDING PRINCIPLES

- Conform to the highest ethical and safety standards.
- Place the highest value on integrity and excellence.
- Establish relationships that are collaborative, creative, and innovative.

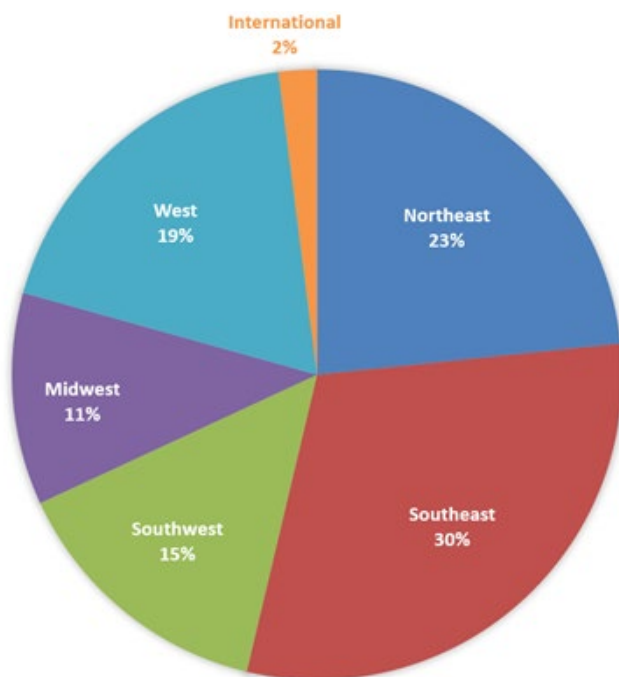
WE MEET OUR MISSION THROUGH A VARIETY OF MEANS SUCH AS:

- Seven Ask Me Anything webinars were conducted in 2023, involving seven NAC members.
- Twenty-one new Executive Insights were published in 2023 representing 10 different authors.
- Twenty-six “Get the kNACK” podcasts were released in 2023, which included 21 different NAC members.
- NAC wrapped up the last two of its five Safety Culture Symposia, with one held in Houston in January and another held in Boulder in February. The Symposia proceedings were published in June.
- NAC awarded scholarships to 21 students in 2023, representing over \$70k. Cumulatively since the scholarship program began in 2020, NAC has awarded over \$185k in scholarships to 91 students from over 70 universities.

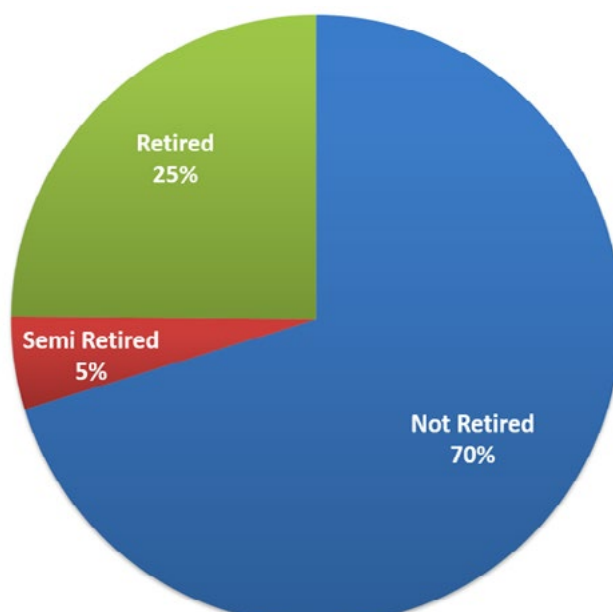
NAC AT A GLANCE

OUR MEMBERS

- 443 total members
- 34 new members inducted in October 2023
- 408 regular members, 35 emeritus members.
- 151 members plus their guests attended the NAC Annual Meeting in Boston, MA, in October 2023.



NAC members reside in 46 U.S. states and four foreign countries.



NAC members represent a mixture of those working and retired.

OUR COLLABORATIVE PARTNERS



Board on Infrastructure and the Constructed Environment (BICE)

MESSAGE FROM CHAIR



The journey for the Academy over the past 25 years has undoubtedly been one of growth and change.

— Milo Rivero —

To lead the National Academy of Construction during its twenty-fifth year—its Silver Jubilee—is an honor I cherish and will always treasure. The charter members envisioned the mission and vision of the Academy: to honor the best and to serve the industry and the nation. In 2023, that mission and vision was a reality: an organization that honors the best and that uses its collective knowledge to improve our industry and to serve our nation. From the seeds those 24 charter members planted in 1999, the Academy has grown in numbers, in prestige, in diversity, and has developed a reputation as “a leader of leaders.”

Our members, and our 2023 new member inductees, have both a responsibility and an opportunity to keep the mission and vision from 25 years ago as alive and meaningful as intended. From our efforts over the last year, I am confident that we will continue to keep that responsibility as our focus. This past year saw NAC bring Edd Gibson on board as the first full-time CEO/President, and this proved to be a key in jump starting an eventful and active year. From the smooth transition of his leadership to the numerous initiatives undertaken by our dedicated members, I see much progress and success.

The year was not without its changes, which is only natural. Change is growth. Change brings new paths to be explored. The Academy made organizational changes in committee leadership, revised the by-laws, and initiated fresh new looks in sponsorship policies, knowledge base development, and the underwriting of our Ask Me Anything webinars. We expanded the scholarship program, which shows great promise as a pillar of developing future industry leaders. I take great pride in seeing us seize these tremendous opportunities and take them under our wing.

Among the many stellar accomplishments in 2023, I must point out the new Strategic Plan, which is included in this annual report. Also, inducting 34 new members at the Annual Meeting in Boston gave Academy members a chance to see fresh faces and make new friends who have now joined us in our endeavors to give back to the industry. Also in Boston, the Academy honored Tom Gilbane with our highest honor, the Ted C. Kennedy Award and Medal, and recognized Jim Porter with the Richard L. Tucker Outstanding Service Award. We saluted the Army Corps of Engineers and its North Dakota partners with the Recognition of Special Achievement for their tremendous work in flood control. A huge thank you to our Boston co-chairs, Christine Keville and Sam Sleiman, for their leadership in a superbly executed Annual Meeting. They raised our yearly event to a new level that signals more opportunities for all of us regarding how we as members can participate and lead Academy activities.

The journey for the Academy over the past 25 years has undoubtedly been one of growth and change. And success. To Richard Tucker, our founder, and the leaders he gathered to launch this unique organization that 1999 summer day in San Antonio, we owe tremendous thanks and gratitude. We take our mission and vision seriously: to honor and serve. Let us create opportunities to continue the Academy’s purpose and the charter members’ intentions. We are leaders of leaders.

MILO RIVERSO
Chair, 2023-2024

MESSAGE FROM CEO/PRESIDENT



We truly have outstanding and eminent members.

— G. Edward Gibson, Jr. —

It has been my honor to serve as your President/CEO for the past year. I wanted to share a few thoughts. The Academy is strong, as evidenced by the successes we have achieved together over the past year. During 2023, because of your generous support we:

- Updated our Strategic Plan.
- Put a development plan in place.
- Welcomed 34 outstanding new inductees.
- Held the largest Annual Meeting in Academy history in Boston.
- Ramped up the NAC knowledge-sharing activities through our Executive Insights, Ask Me Anything webinars, and the Get the KNACK podcasts that are reaching thousands.
- Awarded scholarships to students at over a dozen universities.
- Finalized and published our Safety Culture symposia series.

During 2023, many of you have worked with our collaboration partners, helping to improve our industry through various joint initiatives. We are formulating and executing a new communication plan. And we are solidly into the Academy's 25th year—the Silver Jubilee—that will culminate with our Annual Meeting in San Antonio this coming October.

Sandy and I are constantly amazed at the time and talent you bring to NAC efforts. We truly have outstanding and eminent members. Without your volunteer work, we would not be able to do what we do. Thank you so much for your efforts in 2023.

I also want to personally thank the members and industry partners who supported NAC financially during 2023. Almost 100 NAC members (over 22 percent) participated in supporting NAC beyond dues. Twenty-four industry partners contributed as well. Our 2023 NAC Distinguished Contributors, both individual and industry, are contained in this Annual Report.

In 2023, about 18 percent of NAC revenue came from dues, so your contributions and volunteer hours are obviously essential in helping us to pursue opportunities and to advance the Academy. Again, thank you. I look forward to working with each of you in 2024.

G. EDWARD GIBSON, JR.
President/CEO

SHARING OUR KNOWLEDGE

Have You Ever Wondered Where the Use of New Technology in Construction Is Heading?

If you are trying to come up to speed on the current use of new technology in construction, this is the webinar series for you. NAC held three wonderful Ask Me Anything webinars during Fall 2023. The webinars featured world renowned faculty members who are known for their research and understanding of new technology in design and construction. Each webinar lasts approximately 60 minutes, during which these outstanding NAC members answered a variety of cutting-edge questions from the student audience about the use and potential of AI, robotics, modularization, digital twins, sensing, and other technologies being employed by the industry now or will be in the future. Each webinar is moderated by Burcin Becerik-Gerber, University of Southern California, or Susan Bogus, University of New Mexico. Listeners are invited to click the link below to listen in on the NAC YouTube® Channel and get insights from these outstanding researchers.



BURKU AKINCI

Watch video: <https://www.youtube.com/watch?v=cW2XHYUbR6Q>
Paul Christiano Professor, Carnegie Mellon University



CARL HAAS

Watch video: <https://www.youtube.com/watch?v=vpC6uP37ay4>
Professor and Chair, University of Waterloo



LUCIO SOIBELMAN

Watch video: <https://www.youtube.com/watch?v=PQ5Q0IJTGLE>
Professor and Fred Champion Estate Chair in Engineering,
University of Southern California

The National Academy of Construction and the Ask Me Anything webinar leaders would like to thank the underwriters of the AMA series for 2023-2024:

University of Colorado-Boulder

www.colorado.edu/cem

Arizona State University

www.ssebe.engineering.asu.edu/dewsc

University of Florida

www.dcp.ufl.edu/rinker

SHARING OUR KNOWLEDGE

Collaboration Committee Participates in Virtual National Conference on Workforce

On May 16, 2023, the Collaboration Committee subgroup (composed of members from NAC, NAPA, ASCE, and SAME) participated in a conference organized by NAPA entitled, “Transforming the Infrastructure Workforce: Takeaways from a Center and National Academy of Construction Infrastructure Workforce Event.” (<https://federalism.us/2023/07/transforming-the-infrastructure-workforce-takeaways-from-a-center-and-national-academy-of-construction-infrastructure-workforce-event/>).

Other organizations that attended that event included Veterans' Employment and Training Service (VETS) in U.S. Department of Labor, American Public Works Association (APWA), Bipartisan Policy Center (BPC), Markle Foundation, National Association of Counties (NACo), National Association of State Workforce Agencies (NASWA), and the National Conference of State Legislatures (NCSL). The conference participants described the existing and emerging programs and initiatives to address the infrastructure workforce.

The Collaboration Committee and NAC members are pursuing future opportunities with collaboration partners, including NAC members on expert advisory committees as workshop/conference speakers and to provide expert testimony. NAC has also discussed with other organizations about collaborating on organizing conference sessions or webinars. NAC is eager to share NAC knowledge materials, including NAC Executive Insights, Ask Me Anything webinars, and the podcasts on “Get the kNACK.”

Is Mental Health a Concern in the Construction Industry?

At the 2023 NAC Annual Meeting in Boston, the Academy devoted a significant portion of the business meeting to focus on mental health and suicide prevention in the construction industry.

Many in the design and construction industry do not realize that suicide among construction workers and engineering professionals in the U.S. has reached epidemic proportions. For every worker who dies accidentally on a construction project, five times as many die by suicide. When asked during the Boston business meeting to

characterize this epidemic and pinpoint causes of this unfortunate dilemma, Academy members' responses led to the word cloud displayed on this page.

As a result of the open discussion and the input from attendees in Boston, the Safety Committee will be exploring options for NAC to engage and work toward solutions. Many causes have led to this epidemic. It is not an easy issue to address, but awareness helps. NAC urges everyone in the industry to engage in their organizations and start to resolve this crisis. Also, members may want to engage with the Construction Industry Alliance for Suicide Prevention.



<https://preventconstructionsuicide.com>
<https://suicidepreventionlifeline.org>

SHARING OUR KNOWLEDGE

■ NAC Continues its Work on Safety Culture

Safety culture is defined by NAC as “an all-employee system of shared beliefs, practices, and attitudes in an organization that shape behavior and drive the way in which all work is performed.”

After completing the last of five symposia focused on embedding safety culture into undergraduate construction and engineering education programs early in 2023, the NAC Safety Committee continues to expand on this topic. The results of the symposia led to a completed report entitled, [Proceedings of the Symposia Series: Introducing and Embedding Safety Culture Concepts in Undergraduate Education](#). Those interested in the symposia results can find a number of recommendations in this report.



To continue strengthening this effort, NAC has expanded on the topic of safety culture with a series of Executive Insights, as well as six “Get the kNACK” podcasts (Season 3, Episodes 4, 5, and 23; Season 2, Episodes 5, 6, and 16). Each of these resources are free to the user and provide critical advice concerning how to improve safety and how to build a safety culture both within an organization as well as on construction projects.

The Safety Committee is considering additional university workshops and other means to get the word out to academic and industry leadership. NAC will update all as progress is made.

■ What Do Many of the Today’s Great Construction Leaders Say About Leadership?

Leadership is one of the greatest challenges facing leaders in the design and construction industry at all levels of their organizations. Good leadership is also one of the best force multipliers that an organization can have. NAC has produced a series of podcasts involving many of the most successful leaders in the industry. Each podcast focuses on a different facet of leadership. In these “Get The kNACK” episodes on leadership, one will discover:

- The importance of building a positive leadership culture.
- How good leadership dictates the success of a construction project.
- Characteristics of a good leader and how to overcome potential blind spots.
- The key components of a project charter and how it can be used as a tool for project alignment and control and to ensure project success.
- The importance of trust, including the challenges and strategies to gain trust in a construction project.
- What qualities define a leader and how one becomes a successful leader.
- Professional, personal, and technical leadership lessons from building the Brooklyn Bridge.

SHARING OUR KNOWLEDGE

“Get The kNACK” Leadership Episodes

- Organizational Leadership: It’s About People, Not Process, featuring Bill Badger, Professor Emeritus, Arizona State University, and Jerry Eyink, retired Group Director, Project Management and Planning, Anheuser-Busch Companies. [naocon.org/knack-episode/episode-12-organizational-leadership-its-about-people-not-process](https://www.naocon.org/knack-episode/episode-12-organizational-leadership-its-about-people-not-process)
- Developing the Project Charter, with Ron May, retired executive, DTE Energy. <https://www.naocon.org/knack-episode/episode-17-developing-the-project-charter>
- Trust in Project Delivery, with Bob Prieto, Chair/CEO of Strategic Program Management LLC. <https://www.naocon.org/knack-episode/episode-1-trust-in-project-delivery>
- Leadership: What If Someone Actually Follows, with Maggi Walker, retired Vice President of Engineering and Technology, Dow Chemicals. <https://www.naocon.org/knack-episode/episode-3-leadership-what-if-someone-actually-follows>
- Leadership Blind Spots, with Dave Nash, Admiral, U.S. Navy (retired) <https://www.naocon.org/knack-episode/episode-13-leadership-blind-spots>
- Recipe for Leadership Success, featuring Jamey Barbas, Project Director, New York State Thruway Authority, and Jill Tietjen, President/CEO, Technically Speaking Inc. <https://www.naocon.org/knack-episode/episode-20-recipe-for-leadership-success>
- Lessons of the Great Builders—The Brooklyn Bridge, with Paul Giroux, Kiewit Infrastructure West, retired. <https://www.naocon.org/knack-episode/episode-21-lessons-of-the-great-builders-the-brooklyn-bridge>

NAC also provides additional written documents that focus on leadership. The Academy has published 23 Executive Insights on diverse topics such as leadership challenges, succession planning, knowledge management, lessons observed, and safety leadership. The link below is to the NAC web page on Leadership Executive Insights: https://www.naocon.org/insight_category/leadership

Leaders Among Leaders

Over the years, in addition to NAC members’ positions at the top of their organizations, many have been elected and participated at the highest levels of professional and civic associations, thus giving back to the design and construction industry and to society. Currently, many members are influencing the industry through their service. Just a sampling is indicated below:

Elected Officers of Associations in 2023:

- Al Daloisio, President of the Moles
- Deb Grubbe, President of United Engineering Foundation (UEF)
- Mark Hastak, President of CIB (International Council for Research and Innovation in Building and Construction)
- Maria Lehman, Vice Chair of the President's National Infrastructure Advisory Council
- Khaled Naja, Chair of the Construction Management Association of America (CMAA)
- Feniosky Peña-Mora, President-Elect of ASCE
- Mary Teichert, President of the Beavers

Association Executives in 2023:

- Mike Bellaman, CEO of the Associated Builders and Contractors
- Mark Casso, President of the Construction Industry Round Table
- Kevin Hilton, CEO, Ironworkers Management Progressive Action Co-operative Trust (IMPACT)
- Dave Nash, President of the Society of American Military Engineers (SAME) Foundation
- Pat Natale, Executive Director of UEF
- Ann McNeil, Board Chair (and Founder), National Association of Black Women in Construction (NABWIC)
- Tom Smith, Executive Director, ASCE
- Steve Sandherr, CEO of the Associated General Contractors
- Lisa Washington, Executive Director/CEO of the Design Build Institute of America
- Dave Woods, Executive Director of the Beavers

HONORING THE BEST

The National Academy of Construction Awards 2023



Thomas F. Gilbane, Jr.

Ted C. Kennedy Award and Medal

Thomas F. Gilbane, Jr., was selected as the 2023 recipient of NAC's Ted C. Kennedy Award and Medal, the Academy's highest honor. He received the award and medal at the Annual Meeting on October 12 in Boston, MA.

Gilbane, chairman and CEO of Gilbane, Inc., since 2009, collaborates with the board of directors in developing strategies for the organization's growth through acquisitions and investments. His "one company" approach emphasizes the corporate resources and expertise on both projects and business decisions. For six years, he chaired the ACE Mentor Program of America, which has the goal of attracting high school students into the architecture, construction, and engineering industry. He currently serves on the ACE executive committee. He is past chair of the Construction Industry Round Table and is a trustee of the Community College of Rhode Island as well as trustee emeritus of Babson College in Wellesley, MA.

Gilbane earned a bachelor of science in business administration from Babson College and a certificate in building construction from the Rhode Island School of Design. He also holds a master's degree in civil engineering from MIT. A graduate of Harvard Graduate School of Business' Advanced Management Program, he served six years in the Army National Guard Engineer Battalion as a 2nd Lieutenant.



James B. Porter, Jr.

Richard L. Tucker Outstanding Service Award

Jim Porter, retired DuPont chief engineer and vice president, engineering and operations, was awarded the Richard L. Tucker Outstanding Service Award in Boston at the Annual Meeting.

The award is presented to an individual whose support of NAC over a sustained period has enabled NAC to grow and prosper. The Academy named the award in honor of Richard L. Tucker, its founder.

Porter was elected as the Academy chair and led NAC and its Executive Committee in 2010. NAC's Construction Forum, a national gathering of industry stakeholders to discuss long-term solutions to workforce and other industry topics, saw Porter serve as co-chair from 2009-2017. He was recognized with the Ted C. Kennedy Award and Medal in 2014. His contributions and active support of the Academy have been continuous over a 20-year span.

For the past seven years, Porter has chaired the Academy's Strategic Planning Committee. He also co-chaired a NAC-IEEE safety workshop along with his wife, NAC member Deb Grubbe, in 2016. A major financial contribution from Porter and Grubbe was their pledged endowment as they became the first members of the NAC Builders Legacy Society. This type of gift is key to the Academy's sustainability and long-term growth. Porter, elected to the Academy in 2003, is currently founder and president of Sustainable Operations Solutions, LLC.

HONORING THE BEST

The National Academy of Construction Awards 2023

Recognition of Special Achievement Award



Representatives from USACE, St. Paul District, and its partners, the cities of Fargo, ND, Moorhead, MN, and the Metro Flood Diversion Authority, accepted the award. Pictured above (l to r) are: Tim Mahoney, Mayor, Fargo, ND; Jaime Pinkham, U.S. Army; Col. Eric Swenson, Saint Paul District, USACE; Joel Paulsen, Executive Director, Metropolitan Flood Diversion Authority; and Terry Williams, Saint Paul District, USACE.

U.S. Army Corps of Engineers Fargo-Moorhead Metropolitan Area Flood Risk Management Project

The U.S. Army Corps of Engineers (USACE) Fargo-Moorhead Metropolitan Area Flood Risk Management Project was selected as the recipient of the Recognition of Special Achievement Award at the Annual Meeting in Boston. The award highlights creativity, innovation, vision, and accomplishments of practitioners in the engineering, design, and construction industries.

The \$3B federal project includes a 30-mile diversion channel with upstream staging and floodwater storage as well as 21 bridges (18 highway, three railroad); two aqueduct structures; nearly 40 miles of levees and floodwalls; three large, gated control structures; 22 miles of dam embankment; four miles of U.S. Interstate-29 raise; and environmental and cultural mitigation and monitoring. The project will provide flood risk management for nearly 260,000 people and 70 square miles of infrastructure in the communities of Fargo, Moorhead, West Fargo, and Horace, ND; and Harwood, MN.

USACE and its partners consistently solved challenges on the project, including simultaneous design and construction. This expedited project will be completed by approximately 10 years when compared to traditional delivery methods. Additionally, it is the first USACE project in the nation to leverage a public-private partnership delivery model.

HONORING THE BEST

Class of 2023 Inductees



Joseph J. Albanese

Joe Albanese is the founder and CEO of Commodore Builders, a construction management/general contracting firm in Waltham, MA. Recipient of the Norman B. Leventhal Award for Infrastructure in recognition of his leadership and the P. Leo Corcoran Humanitarian Award recognizing leadership, philanthropy, and support to those less fortunate.



Minosca Alcantara

Minosca Alcantara is the executive director of the New York State Bridge Authority. Currently serving as a commissioner to the Equal Employment Practices Commission for the City of New York, she designed, implemented, and expanded STEM programs, particularly for women and other underrepresented groups in STEM at the University of Illinois Urbana-Champaign.



Scott Blair

Scott Blair serves as editor-in-chief of ENR. In 2022, he was honored with the Shining a Light Media Award from Construction Working Minds for spotlighting mental health and substance misuse in the construction industry in an ENR cover story, helping to remove stigma and propel real action to combat these epidemics.



Paul F. Boulos

Paul Boulos is the Chairman and CEO of Aquanuity, Inc., a global innovator of digital twin solutions for smart wet infrastructure. Inducted into the National Academy of Engineering and the European Academy of Sciences and Arts, he has authored 10 authoritative textbooks on issues critical to the water and wastewater industry.



Luciana Burdi

Luciana Burdi is the director for capital programs and environmental affairs for the Massachusetts Port Authority. She received the Women in Design Award from the AIA-Boston Society of Architects and the Chair's Innovation Award, Sustainability Award, and New Technologies Techniques in CM Award from the Construction Management Association of America.

HONORING THE BEST

Class of 2023 Inductees



Denise Burgess

Denise Burgess is president and CEO of Burgess Services, Inc. The mayor of Denver appointed her to co-chair the Denver Economic Relief and Recovery Council in 2020. She has chaired the Denver Urban Renewal Authority, served on the AGC Foundation Board, and is a member of the Colorado School of Mines Board of Trustees.



Andrew P. Christ

Andrew Crist is senior vice president of real estate development and capitol operations, New Jersey Institute of Technology (NJIT). Under his leadership, the university has invested millions of dollars in physical facilities, new buildings, and renovation of existing facilities. NJIT's Newark College of Engineering honored him this year with its Outstanding Alumni Award.



Robert F. Cox

Robert Cox is a professor and the director of the M.E. Rinker, Sr., School of Construction Management at the University of Florida. He led the development of the Global Partners European Alliance, bringing together six universities from Europe and the United States to foster increased collaboration in faculty mobility, student exchange, and research.



Paul Foster

Paul Foster is president/CEO of Foster CM Group, Inc., in San Antonio, TX. A member of the Construction Management Association of America (CMAA) College of Fellows, he has served as a board member of the Hemisfair Park Area Redevelopment Corporation, the Texas Tech Alumni Association, and the CMAA National Board of Directors.



Evelyn Fujimoto

Evelyn Fujimoto is principal at EMF | Collaborative in Austin, TX. Her award-winning design career spans the globe with a portfolio of building interiors across North America, Asia, Europe, and the Middle East. LEED AP accredited, Evelyn is a member of the National Institute of Building Sciences Board of Directors.

HONORING THE BEST

Class of 2023 Inductees



Greg Gidez

Greg Gidez is corporate director of design services for Hensel Phelps. The Design Build Institute of America honored him in 2022 with its highest honor, the Brunelleschi Lifetime Leadership Award, in recognition of his contributions to the industry. A Fellow of the AIA, he serves on the Charles Pankow Foundation Board of Directors.



David H. Hart

David Hart is executive vice president, MOCA Systems Inc. A Fellow in the American Institute of Architects, his restoration of state capitol buildings includes those in Minnesota, Wyoming, California, Minnesota, and Missouri. His completion of the restoration in Utah as Architect of the Capitol and Executive Director of the Capitol Preservation Board won several national awards.



Makarand (Mark) Hastak

Mark Hastak is the Dernlan Family Head of Construction Engineering and Management Professor at Purdue University. He is the current president of the International Council for Research and Innovation in Building and Construction. He is also a founding member and past chair of the Global Leadership Forum for Construction Engineering and Management Programs.



Vineet R. Kamat

Vineet Kamat is the John L. Tishman Family Professor of Construction Management and Sustainability at the University of Michigan. He is a pioneer in research on construction automation and robotics. ASCE has awarded him its Wellington Prize, Peurifoy Construction Research Award, Walter Huber Civil Engineering Research Prize, and the Daniel Halpin Award for Scholarship in Construction.



Tanya W. Komars

Tanya Komars is the president/CEO of the CPI Foundation, a nonprofit educational foundation that trains military service members for civilian careers. Her research includes evaluation of the German bunkers at the WWII D-Day landing site, CO2 reduction research with NASA, and concrete roadway/bridge durability. She is a member of the American Concrete Institute.

HONORING THE BEST

Class of 2023 Inductees



Keith A. London

Keith London is the president and CEO of Kennedy Jenks. His long career spans water, wastewater, and reclamation projects throughout California and Arizona. He is a member of the ASCE, American Water Works Association, and Water Environment Federation, and has served on the executive committee and board of directors for the American Council of Engineering Companies.



Charles J. Maikish

Charlie Maikish is the retired managing director and COO for Citibank Realty Services. A lawyer, engineer, and real estate executive, he served after the 9/11 attack as executive director of the Lower Manhattan Construction Command Center, where he was responsible for coordinating all public and private construction in Lower Manhattan.



Timothy C. McManus

Tim McManus is a consultant at his firm, TCMcManus Consulting LLC. As senior vice president and director of global program management for AECOM, he was involved with Crossrail in London, the Jeddah Transportation Program, the London Olympics, the National Infrastructure Program for Libya, and Hurricane Sandy Recovery.



Ann McNeill

Ann McNeill is the president/CEO of MCO Construction. She established the National Association of Black Women in Construction (NABWIC) to help build a network for professional black women. As a result of her track record of accomplishments, Ann has been featured in *Black Enterprise* magazine, *USA Today*, and *ABC World News*.



Jack P. Moehle

Jack Moehle is the Ed & Diane Wilson Presidential Professor of Structural Engineering at UC, Berkley. A National Academy of Engineering member, he is also a Fellow of the American Concrete Institute. He was awarded the Earthquake Engineering Research Institute's highest honor, the Housner Medal, for his *extraordinary contributions to public earthquake safety*.

HONORING THE BEST

Class of 2023 Inductees



Douglas G. Morton

Doug Morton is associate vice chancellor for facilities at North Carolina State University. He previously served more than three decades with the U.S. Navy Civil Engineer Corps. The Society of American Military Engineers honored him with the Moreell Award for leadership. He retired from active naval service with the rank of Rear Admiral.



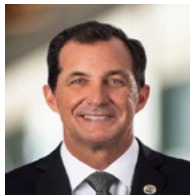
Khaled Naja

Khaled Naja is CEO of Cruise Terminals International. He helped co-author the sustainable design manual for Chicago's airports and was integral to DFW Airport becoming the first carbon neutral airport in North America and the largest in the world. He is chair-elect of the Construction Management Association of America (CMAA) Board of Directors.



Vicki L. O'Leary

Vicki O'Leary is director of diversity for the Ironworkers International Union. She chairs the North American Building Trades Union Tradeswomen's Committee. Vicki conceived the "Be That One Guy Program," which educates ironworkers on how to deflect or change the tone of a tough situations, free from bullying, harassment, and intimidation.



Mark Pestrella

Mark Pestrella is the director of Los Angeles County Public Works. He is a strong supporter of the inclusion of women in leadership roles at all levels. Mark received the Engineer of the Year Award from the County Engineers Association of California in 2020, recognizing his dedicated 35 years of service.



R. Kerry Rowe

Kerry Rowe is University Distinguished Professor and Canada Research Chair, Queen's University, Canada. A pioneer and author in geoenvironmental engineering and geosynthetics, he is one of the most highly cited geotechnical engineers in the world. The International Society for Soil Mechanics and Geotechnical Engineering recognized him with its R. Kerry Rowe Lecture.

HONORING THE BEST

Class of 2023 Inductees



Paul C. Schmall

Paul Schmall is a vice president of Keller Specialty Services. Co-author of Construction Dewatering and Groundwater Control, he was most recently the president of The Moles and served as an adjunct professor of civil engineering for Manhattan College. He shares his expertise through seminar and conference presentations, technical papers, and short courses.



Carlo A. Scissura

Carlo Scissura is president/CEO of the New York Building Congress. Chair of the Federation of Italian American Organizations, he is also a member of the boards of the Brooklyn Navy Yard Development Corp., the New York City Regional Economic Development Council, ACE Mentorship, and Salvadori Center, which provides STEM activities for grades K-12.



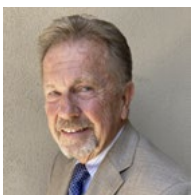
Todd Semonite

Todd Semonite is president of WSP's federal programs. He retired from the U.S. Army as a Lieutenant General and served as the 54th Chief of Engineers and Commanding General of the U.S. Army Corps of Engineers. He recently was honored with the Golden Eagle Award for National Security from the Society of American Military Engineers.



Mitchell W. Simplar

Mitch Simplar is partner emeritus at JB&B. He managed the design of landmark museums and visual art spaces such as the Brooklyn Museum, Metropolitan Museum of Art, and the TWA Hotel, the reimagination of Eero Saarinen's landmark TWA terminal at JFK Airport. Mitch is the former chair of the American Council of Engineering Companies.



Glenn O. Steiger

Glenn Steiger is the executive consultant for the Navajo Tribal Utility Authority. He has developed, constructed, and operated solar generation on the Navajo Nation, the first and largest tribally owned source of renewable generation. He also has consulted with utilities in Australia, Brazil, Thailand, China, numerous European countries, and in the Southwest U.S.

HONORING THE BEST

Class of 2023 Inductees



Mary Teichert

Mary Teichert is president of Teichert Inc. She facilitated a series of workshops sponsored by the Small Business Administration, the California Capital Women's Business Center, and others on helping women and minorities become licensed contractors. Mary is currently president of The Beavers (a heavy engineering construction association) and a Senior Fellow with the American Leadership Forum.



Kirankumar (Kumar) Topudurti

Kumar Topudurti is a senior vice president at Willdan Group, Inc. From 2002-2021, he served in research and executive leadership roles with the Construction Engineering Research Laboratory for the U.S. Army Corps of Engineers. He is a Distinguished Member of ASCE and a Fellow of both the American Association for the Advancement of Science and NSPE.



Elizabeth Velez

Elizabeth Velez is president and principal of the Velez Organization. She is a past chair of the New York Building Congress (NYBC) and continues in a leadership role as chair of the newly created NYBC Council of Presidents. Elizabeth is a Trustee of the New York Police Foundation and serves on its executive committee.



Lisa Washington

Lisa Washington is the executive director/CEO of the Design-Build Institute of America (DBIA). Under her leadership, legislative authority of design-build grew from 22 to 48 states and the number of DBIA-certified professionals increased from 86 to nearly 7,000. She has been frequently interviewed by *The New York Times*, *Construction in Focus*, and *ENR*.

HONORING THE BEST

NAC 2023 Academic Scholarships, Supporting Our Next Generation of Leaders

For the fourth consecutive year NAC has awarded academic scholarships to deserving students. The past year also represents the second time NAC has partnered with the ACE Mentor Program to provide additional scholarships to ACE student participants. The Scholarship Committee oversees both the NAC and the ACE scholarship selections.

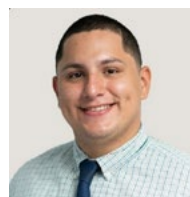
NAC SCHOLARSHIP RECIPIENTS



Isabella Bernard
Catholic University



Daisy Dominguez-Hooper
Cal Poly Pomona



Diego Melgar
New Jersey Institute
of Technology, Wayne A. Crew
NAC Scholarship



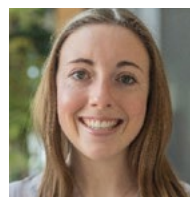
Madison Merwine
University of Oregon



Rory Oden
Carnegie Mellon University



Pedro Sanchez
Manhattan College



Lauren Welker
University of Wisconsin-Madison

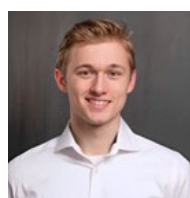
NAC/ACE SCHOLARSHIP RECIPIENTS



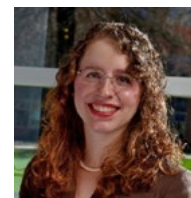
Arpita Saha
Columbia University



Jakob Mikres
University of Tennessee



Kevin Danner
University of Illinois at
Urbana-Champaign



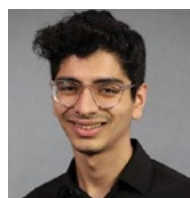
Kimberly Ulishney
Penn State Harrisburg



Olivia Salinas
University of Houston



Abbey Briley
Oregon Institute of Technology



Marcell Hajmuhammad
The University of Texas at Austin



NATIONAL ACADEMY
OF CONSTRUCTION

25TH SILVER JUBILEE

NAC COMMITTEE REPORTS

NAC COMMITTEE REPORTS



ASK ME ANYTHING WEBINAR SERIES

KEITH MOLENAAR

The purpose of the Ask Me Anything (AMA) webinar series, led by Keith Molenaar, is to transfer the career knowledge of NAC members to the next generation of construction leaders. NAC members Burcin Becerik-Gerber and Susan Bogus-Halter serve as moderators of the series.

Arizona State University, the University of Florida, and the University of Colorado-Boulder graciously underwrite the series. Through the first 39 AMA webinars, the program has created 2,875 unique connections (each connection can host multiple viewers).

Each webinar features an NAC member who highlights her/his career and then answers questions from the student attendees. Featured NAC members in Spring 2023 (with the theme “CEOs”) and Fall 2023 (with the theme “Technology Implementation”) included Cheryl Campbell, Wayne Crew, Cheryl McKissack Daniel, John Zachry, Burcu Akinci, Carl Haas, and Lucio Soibelman.

Each webinar provides the opportunity for one participating student to be awarded a \$500 scholarship. To be considered for the scholarship, the student must submit a question to the featured speaker. Scholarships were awarded to students at Clarkson University, Michigan Technological University, the University of New Haven, the University of Florida, Wentworth Institute of Technology, The University of Texas at Austin, and The University of Texas at San Antonio.

Attendee registration for each webinar has consistently grown since the series inception. Over 3,500 registrants currently receive information each month about upcoming Ask Me Anything webinars. Multiple faculty members have used the AMA webinar archive recordings to assign homework and for professional development of university students, with the series charting well over 1,000 archival views in the past year. The AMA webinars are available on the NAC YouTube channel.

NAC COMMITTEE REPORTS



AWARDS COMMITTEE

HANS VAN WINKLE, CHAIR

The NAC Awards Committee selected and presented the Ted C. Kennedy Award and Medal, the Richard L. Tucker Outstanding Service Award, and the Recognition of Special Achievement Award at the Annual Meeting in Boston. Denise Berger will serve as committee chair for 2024.

The Academy established the Ted C. Kennedy Award and Medal in 2011. The highest honor NAC bestows, it recognizes an individual for outstanding contributions over a career that have immeasurably improved the design and construction industry. Kennedy, the award's namesake, was an Academy charter member. The award criteria is based on his character, and includes a recipient's measure with regard to people, ethics, innovation, education, generosity, and local and national involvement. This year NAC recognized Tom Gilbane, president and CEO of Gilbane Inc., with the award.

The Richard L. Tucker Outstanding Service Award has been presented since 2020 to an individual whose support of NAC over a sustained period has enabled the Academy to grow and prosper. It is named in honor of NAC's founder, Richard Tucker, who personally led the establishment of NAC in 1999. The award recipient is selected by the Academy chair and the CEO/president. Jim Porter, a former NAC chair, a past recipient of the Ted C. Kennedy Award and Medal, and principal author of the Academy's Strategic Plan, was recognized for his many contributions over the last 20 years.

The Recognition of Special Achievement Award, in its second year, selected the St. Paul District of the U. S. Army Corps of Engineers for the outstanding accomplishments in the Fargo-Moorhead Metropolitan Area Flood Risk Management Project. The Academy presents the award to highlight the creativity, innovation, vision, and accomplishments of practitioners in the engineering, design, and construction industries. The award demonstrates NAC's commitment to build and grow broad public knowledge and support for special project achievements and their effects on the built environment and safety.

NAC COMMITTEE REPORTS



COLLABORATION COMMITTEE

SARAH SLAUGHTER, CHAIR

During 2022-2023, the Collaboration Committee established a collaboration subgroup with the National Academy of Public Administration (NAPA), the American Society of Civil Engineers (ASCE), and the Society of American Military Engineers (SAME). The subgroup met several times to discuss national issues as potential collaboration topics, including infrastructure, project delivery, and workforce. In May, that subgroup participated in a conference arranged by NAPA that focused on transforming the infrastructure workforce. NAC members, through its efforts with the Board on Infrastructure and the Constructed Environment (BICE) in the National Academy of Science, Engineering, and Medicine (NASEM), agreed to participate in NASEM committees or studies and to contribute to NAPA committees.

To date, the Collaboration Committee has authored five Memorandum of Understanding (MOU) agreements that outline roles and responsibilities of collaboration partners. The MOUs have all been approved by the NAC Executive Committee and mutually signed by the parties. The most recent MOUs are with the Society of American Military Engineers (SAME) and the Chartered Institute of Building (CIOB) in the UK. The previous MOUs have been signed with BICE, NAPA, and ASCE.

The Collaboration Committee recognizes the excellent work and leadership by Pete Marshall in leading the NAPA-NAC collaboration, Mike Loose in the ASCE-NAC collaboration, Mark Handley with SAME-NAC Collaboration, Richard Anderson with CIOB-NAC, and Edd Gibson with NAE-BICE.

NAC COMMITTEE REPORTS



COMMUNICATION & MARKETING COMMITTEE

SANDY HAMBY, CHAIR

NAC reorganized and refocused its communication and marketing activities in 2023. Committee Chair Sandy Hamby led the work of the committee, assisted by Palmina Whelan, vice chair. Working with NAC staff, the committee leadership added three new members.

The committee created a long-term communication plan and budget to maximize NAC thought leadership via multiple media and communication methods. The plan will be in line with the 2023 Strategic Plan. The committee also worked with NAC staff to better leverage LinkedIn® as an external communication mechanism. Coordinating with the Development Committee, a plan was established to communicate the 2023 Fund Raiser to members and potential sponsors. The committee also wrote and distributed a joint press release with the U.S. Army Corps of Engineers (USACE) public affairs office for NAC's Recognition of Special Achievement Award that honored the USACE Fargo Area Flood Risk Management Project.

Other NAC committees identified the Communication and Marketing Committee as the committee needed most for collaboration due to the need to publicize efforts, internally and externally. For 2024, a long-term communication plan will be developed along with a communication and marketing budget. The committee is considering the adoption of an internal communication software platform to enhance membership participation. The committee plans to vigorously support the publicity around the 25th anniversary of NAC.



NAC COMMITTEE REPORTS



DEVELOPMENT COMMITTEE

GRETCHEN GAGEL, CHAIR

NAC reorganized and refocused its development activities in 2023. The Development Committee was led by Gretchen Gagel, chair, and Maggi Walker, vice chair. The committee's activities in 2023 and the future all tie to the new Strategic Plan.

Working with NAC staff, the committee established two subcommittees, "Askers" and a second subcommittee that focused on the Annual Auction. It also developed a clearer view of the Academy's sources and uses of funds. This allowed the committee to develop annual fundraising goals and establish a list of potential industry supporters. A fundraising timeline was formulated as well as training for the Askers subcommittee.

The committee's annual fundraising campaign in 2023 was successful, as industry giving for 2023 was up nearly 20 percent and individual giving increased over 75 percent compared to 2022. The year ended with \$121,000 in industry gifts pre-pledged for 2024, an increase of over 50 percent from 2023. The Annual Auction results came in as the second highest net intake in NAC history. Direct support also came from University of Colorado-Boulder, Arizona State University, and the University of Florida as sponsors of the Ask Me Anything webinar program for 2023-24. In addition, \$35,000 was raised to support sponsorship for the Annual Meeting in Boston.

For 2024, the committee will be again seeking outside sponsors to support NAC programs as well as to support the Academy's 25th Anniversary celebration in San Antonio in October. Also, committee work will include implementing a Customer Relationship Management (CRM) system to support fundraising activities. In addition, the committee will work to provide a better focus on the Builder's Legacy Society, the Academy's planned giving program. All funds contributed to the Society will build the Academy's permanent endowment and help ensure that Society members are honored in perpetuity.

NAC COMMITTEE REPORTS



ENDOWMENT FUND INVESTMENT COMMITTEE

RICH SCHRADER, CHAIR

During 2023, the Endowment Fund Investment Committee welcomed two new committee members, Cheryl Campbell and Steve Thomas. The committee thanks JJ Suarez for his service and contribution as he departs. Steve Thomas will assume the position of vice chair in 2024. Rich Schrader will continue as committee chair. The committee has been working diligently with the Executive Committee and Merrill Lynch on updating the Fund Investment and Operating Policy Statement and hopes to have all input finalized for a completed document by calendar year end 2024.

The committee is also working with Merrill Lynch to adjust the self-managed part of the NAC portfolio as appropriate, maintaining a posture of moderate risk combined with future growth potential. The committee reaffirmed the resultant asset mix as being aligned with current NAC strategic goals.

Account balances reflect the beginning balance on January 1, 2023, and ending balance on December 31, 2023:

ACCOUNTS	MERRILL LYNCH	ACF - NAC01	ACF - NAC02	TOTAL
BEGINNING BALANCE	\$ 337,011.97	\$ 417,263.42	\$ 131,208.32	\$ 885,483.71
FEES	\$ (3,809.69)	\$ (3,725.15)	\$ (1,171.33)	\$ (8,706.17)
WITHDRAWALS	\$ -	\$ (19,300.00)	\$ (6,000.00)	\$ (25,300.00)
INTEREST/ DIVIDENDS	\$ 13,089.84	\$ 11,800.72	\$ 3,711.54	\$ 28,602.10
GAINS/LOSSES	\$ 40,830.69	\$ 51,740.54	\$ 16,275.12	\$ 108,846.35
CASH DEPOSITS	\$ 45,375.00	\$ -	\$ -	\$ 45,375.00
ENDING BALANCE	\$ 432,497.81	\$ 457,779.53	\$ 144,023.65	\$ 1,034,300.99

NAC COMMITTEE REPORTS



EXECUTIVE INSIGHTS

JERRY EYINK, CHAIR

The Executive Insights Program captures the knowledge, experience, and wisdom gained through individual NAC members in their leadership roles in the construction industry. Anna Franz and Sue Steele serve as vice chairs of the committee.

The committee and NAC staff created a searchable heading on the NAC web page, NAC Knowledge, which is the collection of Executive Insights and Get the kNACK podcasts.

The Executive Insights Program execution plan for 2023 focused on three main areas:

1. Quality content that is relevant. The total number of Executive Insights and released podcasts was 208 at year's end.
2. Expand the authors of NAC Knowledge. To date, 64 NAC members have shared their wisdom by being Executive Insights authors or Get The kNACK podcast guests.
3. Expand NAC Knowledge distribution. NAC Knowledge needs to be shared with NAC's collaboration partners, the academic community, and industry organizations. Members can also share through their personal networks and organizations.

Two key podcast metrics indicate the momentum that the Executive Insights Program is providing:

- 76 percent growth for 2023 compared to 2022.
- Downloads outside the U.S. — 10 percent of downloads occur in Europe and three percent in Asia, while 80 percent occur in North America.

In 2024, a new special Get The kNACK podcast series will be introduced, "Leadership in Construction—Wisdoms From NAC Masters." New NAC members are challenged to share one key insight that helped drive their career success. Please contact the committee chair (jerryeyink@sbcglobal.net) or another Executive Insights Committee member for additional information on the Executive Insights Program or on NAC Knowledge.

NAC COMMITTEE REPORTS



FINANCE COMMITTEE

SAM SLEIMAN, CHAIR

The calendar year (CY) 2022 audited financial statements are included at the end of this annual report. The complete audit report can be obtained by contacting the NAC office. For CY 2022, Total Revenues were just over \$817,000 while Total Expenses totaled \$952,000 for a net loss of \$134,000. Total assets decreased by almost \$310,000 driven largely by losses in NAC's investment accounts as well as the net operating loss for the year. The three-year average for sources and uses of funds is given below.

Sources and Uses of Funds, three year average, 2020-2022

SOURCES	\$	%	USES**	\$	%
AUCTION*	\$196K	27.3	PROGRAMS	\$535K	73.0
ANNUAL MEETING CONF. FEES	\$180K	25.1	G&A	\$164K	22.4
INDUSTRY	\$117K	16.3	DONATIONS	\$33K***	4.5
DUES	\$115K	16.0			
INDIVIDUAL GIFTS	\$87K	12.1			
INVESTMENT	\$17K	2.4			
TOTAL	\$715K		TOTAL	\$732K	

* Auction includes 33% restricted scholarship funds

** Includes allocated salary and expenses

*** Donations to organizations like ACE Mentor Program for Scholarships

CY 2023 was much more robust than 2022. The introduction of a new development plan/activities, focus on strategic planning, strong leadership for the Annual Meeting in Boston, increased focus on communication and marketing, and stronger economy were positive influences on growth in CY 2023. The appointment of a new full-time President/CEO brought added salary expenses for the year (the previous President/CEO was half-time), but also brought more time and new energy toward fundraising and programs. Contributions from the NAC membership in 2023 far exceeded the previous year and investments rebounded with an increase of \$165,700, which resulted in an unaudited year-end net income of \$116,600.

The Finance Committee intends to be more involved with budgeting in the coming year.

Unaudited year-end 2023 financial results (approximate)		
2023 Revenue (unaudited)		
	Member Dues	\$204,000
	Member Contributions	\$129,100
	Core Partnerships	\$110,000
	Corporate Program Sponsors	\$55,000
	Auction	\$230,600
	Annual Meeting Registration	\$304,000
	Investment and refunds	\$27,800
	Total	\$1,060,500
2023 Investment Income (unaudited)		\$165,700
2023 Expenses (unaudited)		
	Business Expenses	\$25,800
	Contract Expenses	\$20,300
	Operations	\$2,100
	Program	\$102,100
	Donations	\$15,800
	UT Expenses (includes Salaries)	\$513,200
	Travel	\$4,900
	Annual Meeting	\$368,600
	Total	\$1,052,800
2023 Investment Expenses (unaudited)		\$56,800
NET INCOME (unaudited)		\$116,600



NAC COMMITTEE REPORTS



MEMBERSHIP COMMITTEE

KEITH MOLENAAR, CHAIR

The Academy inducted 34 new members into NAC at the 2023 NAC Annual Meeting on October 12 in Boston. Maintaining the rigorous process to ensure that only the “best of the best” are inducted, membership to the Academy begins when a current member submits a prospect for consideration or a nomination to the membership committee. Following a thorough review and vetting, including solicitation of comments from all Academy members, initially at the subgroup level, the NAC Membership Committee then selects final candidates for the annual ballot. The election is made by the general membership.

Special thanks go to Membership Committee chair, Keith Molenaar, and vice chair, Bill Seed, and especially subgroup leaders Randall Iwasaki, Manish Kothari, Christine Merdon, Walt Wise, and Sam Ariaratnam for the committee’s thoughtful and complete candidate analysis. Their work with staff simplified and improved the nomination process and led the Academy’s prospects into the election process.

It is the obligation of each Academy member to participate in the identification of potential new members. A member recommending a prospect to the Academy will provide, at a minimum, the reason(s) the prospect should be considered for membership and a two-page resumé. Prospects are then considered by the Membership Committee’s five subgroups: Owners; Designers/Architects/Engineers; Contractors/Construction Managers; Services (consultants, labor, attorneys); and Academics/Researchers.

Subgroups use the submitted information initially to rank prospects. Nomination packages are then secured for the top prospects along with comments from the general membership. With the official nomination, references, and comments, the subgroups then complete final rankings. Generally, the top five ranked prospects in each subgroup are moved to the ballot. The remaining slots on the ballot are filled by agreement among the full Membership Committee.

As stated in the NAC By-laws, Section 3.6, membership qualifications are:

- Industry leaders whose present or past professional careers over a period of years have demonstrated outstanding contributions to the effectiveness of the industry.
- A demonstration of high personal integrity and wide recognition of the person’s work by their industry peers.
- Achievements may be in productivity, technology, academic excellence, safety, executive leadership, working relationships, communications, labor relations, and other industry areas.

NAC COMMITTEE REPORTS



SAFETY COMMITTEE

KEN ARNOLD, CHAIR

The Safety Committee continued the Safety Symposia series. It also collaborated with the National Academies of Science, Engineering, and Medicine's Board of Infrastructure and the Constructed Environment (BICE) as well as the Executive Insights Committee. In 2024, Tony Leketa will take over as committee chair and Charles Bacon will serve as vice chair.

The Safety Committee symposia series during 2023 was conducted with six universities to explore industry and academia perspectives on safety cultures. The universities involved included the University of Kansas, Worcester Polytechnic Institute, New Jersey Institute of Technology, The University of Texas at Austin in conjunction with Texas A&M University, and the University of Colorado-Boulder. The single-day series held at the universities drew representatives from 45 universities and 94 construction companies. ENR covered the symposia with two articles in 2023.

The committee worked with BICE on safety culture concepts. The information from the NAC Safety Symposia series will serve as input to BICE in that group's work in the same area of safety culture.

The committee began publishing a series of Executive Insights in a new Safety Culture Series. Executive Insights published in the series include:

- Human Performance Principles
- Worker Participation in the Safety Management System
- Incident/Accident/Near-Miss Reporting and Investigations
- Drug and Alcohol Testing
- Training

The committee has had discussions and distributed information on the need for helmets and has started a subcommittee on mental health.

NAC COMMITTEE REPORTS



SCHOLARSHIP COMMITTEE

ADJO AMEKUDZI-KENNEDY, CHAIR

The generosity of NAC's members is making a difference in students' lives as they graduate and proceed into a career in the construction industry. In 2023, 18 members of the Scholarship Committee continued to refine the application and selection process for awarding NAC scholarships. The committee identified an outstanding cohort of seven NAC scholarship awardees, including the inaugural Wayne A. Crew Scholarship awardee, for the 2023-24 academic year. This year's NAC Scholars were particularly well rounded and received awards totaling \$35K. Six of the seven recipients attended the NAC Annual Meeting in October in Boston, MA.

The committee also worked with the ACE Mentor Program to select and administer \$35K in scholarship funding to students actively involved in ACE. The Academy made a generous donation to the ACE Mentor Program from funds generated by the NAC 2022 Auction. Seven additional 2023 NAC-ACE scholarship recipients were selected to receive this funding.

Many thanks to the members of the Scholarship Committee for their outstanding levels of engagement and their commitment to identifying and mentoring future leaders in the construction industry. Michael Garvin will take on the leadership of the committee and Andy Ciancia will serve as vice chair in the 2023-2024 academic year. With more applications from scholarship candidates being submitted each year, the Scholarship Committee plans on adding Academy members to help with the program as interest in NAC scholarships grows.



NAC COMMITTEE REPORTS



STRATEGIC PLANNING COMMITTEE

JIM PORTER, CHAIR

NAC reconstituted the Strategic Planning Committee in 2023, with Jim Porter as chair and Pat Natale as vice chair. The committee's charter was to review the current Strategic Plan, last published in 2017, and then update that document to establish a new five-year plan for the Academy. The committee was also tasked with establishing a list of key performance indicators that tie to the Strategic Plan with an eye on the sustainability of the Academy.

The committee met in February and proceeded with developing, distributing, and analyzing a questionnaire, which it presented to the NAC membership for input regarding the Academy's strategic direction. That activity led to a first draft of the new plan and a review with the Executive Committee. In conjunction with that Ex Comm review, the committee analyzed plans from similar associations. In addition, advice from individuals not part of NAC was also gathered. Taking this collective input, the committee further revised the Strategic Plan and held a series of Zoom meetings with membership to review once again. The committee then presented a final revised Strategic Plan for a vote by the NAC membership at the September Virtual Business Meeting. The membership unanimously accepted the revised plan.

The committee is now in the process of using the new Strategic Plan to establish a tactical plan for 2024, including metrics. It plans to monitor this plan for results in 2024. Thanks to all who participated in this plan development. The high-level Strategic Plan is shared on the next two pages.



STRATEGIC PLAN

MISSION

The Academy honors outstanding construction industry leaders and shares their collective experiences and expertise to help the Nation by improving their industry.



VISION

To drive improvement in the construction industry through sharing our collective knowledge and expertise.



10YR VISION

NAC Knowledge used industry-wide
NAC financially sustainable

YEAR 1 PLAN AND ACTIONS:

- Identify most valued participation opportunities
- Prepare and implement formal business and fundraising plans
- Continue establishing collaborative, innovative relationships
- Understand how to improve NAC's visibility, image and brand
- Design process to identify transformational opportunities
- Formalize strategic planning and metrics processes

3-5 YEAR PLAN AND ACTIONS:

GROW:

- Membership and Participation Opportunities
- Financial Support Base
- Industry Presence/Impact

CREATE & LEVERAGE:

- Construction Safety Culture
- NAC Knowledge
- Capability to Convene National Interfaces

INCREASE:

- Future Industry Leaders Support
- Organizational Breadth and Diversity
- Awareness of NAC Brand and Programs
- Financial Sustainability

STRATEGIC PLAN

GUIDING PRINCIPLES

The Academy will:

- Conform to the highest ethical and safety standards.
- Place the highest value on integrity and excellence.
- Establish relationships that are collaborative, creative, and innovative.



PERFORMANCE METRICS

- Membership growth, breadth, and diversity
- Member participation
- NAC Knowledge reach
- Scholarships awarded
- External exposures
- Financial sustainability
- Progress toward the vision

2023 NAC DISTINGUISHED CONTRIBUTORS

BENEFACTOR
(\$25,000-\$49,999)

Suffolk Construction

PLATINUM
(\$10,000-\$24,999)

Al Daloisio
Art Corwin
Elie Homsy
Mike Goodrich
Christine Keville
Tim McManus
Bill O'Brien

Milo Rivero
Tom Sorley
JJ Suarez
Leo Vecellio
Elizabeth Velez
Palmina Whelan

Gilbane, Inc.
IMPACT
Keville Enterprises
STV
Turner Construction

GOLD
(\$5,000-\$9,999)

Ken Aldridge
Chris Burke
Jeff Ehret
Ron Fedrick
Edd Gibson
Tom Gilbane
Sabrina Kanner
Bill Edgerton
Dave Nash
Blake Peck
Bob Prieto
Chris Reseigh
Bill Seed
Mitch Simplor
Sam Sleiman
Jim Starace
Maggi Walker

Aldridge Electric, Inc.
Arizona State University
Bond Brothers, Inc.
Christopher B. Burke Engineering, Ltd.
Clark Construction Group
Day & Zimmermann
FMI Corporation
MOCA Systems
O&G Industries, Inc.

Railroad Construction Company
S&B Engineering & Constructors, Ltd.
Thornton Tomasetti, Inc.
University of Colorado Boulder
University of Florida
Zetlin & De Chiara, LLP



2023 NAC

DISTINGUISHED CONTRIBUTORS

SILVER
(\$2,500-\$4,999)

Wayne Crew
Tom Farrell
Deb Grubbe
Mike Johnson
John Kolaya

Tony Leketa
Ray Messer
John Mihm
Terry Neimeyer
Jim Porter
Sarah Slaughter

Boh Brothers
CPM Logistics

BRONZE
(\$1,000-\$2,499)

Minosca Alcantara
Bill Beck
Glenn Bell
Ed Bond
Lillian Borrone
Tim Byers
Carlos Caldas
Cheryl Campbell
Gretchen Gagel

David Goodyear
Tom Groark
Ronnie Hakim
John Lawson
Keith London
Gene Lupia
Jim Marquardt
Doug Morton
Ray Oneglia
Feniosky Pena-Mora

Hugh Rice
John Schaufelberger
Dominick Servedio
Paul Schmall
Jan Tuchman

American Structurepoint

**OTHER
CONTRIBUTORS**

Richard Anderson
Ken Arnold
Carole Bionda
Robert Boh
Tom Boldt
Christine Branche
Lloyd Caldwell
Mark Casso
Rich Cavallaro
Andrew Christ
John Cryer
Nick DeNichilo
Marcos Diaz Gonzalez
Stuart Eckblad
Jerry Eyink

Mark Federle
Jim Garrett
Greg Gidez
Steve Halverson
Sandy Hamby
Hank Hatch
Chuck Jahren
Tanya Komar
Manish Kothari
Cris Liban
Eric Macfarlane
Ron Magnus
Charles Maikish
Christine Merdon
John Messner

Zorica Pantic
Satch Pecori
Rich Schrader
Jim Scotti
Jimmy Slaughter
Sue Steele
Steve Thomas
Gregs Thomopulos
Jill Tietjen
Don Vardeman
Lisa Washington
Jim Wiethorn
Heather Wishart-Smith
Michael Zetlin



2022

FINANCIAL AUDIT

2022 Audited Financial Statements
Valentine and Associates, CPAs, PLLC

NATIONAL ACADEMY OF CONSTRUCTION STATEMENTS OF FINANCIAL POSITION DECEMBER 31, 2022 AND 2021

	<u>2022</u>	<u>2021</u>
ASSETS		
CURRENT ASSETS		
Cash and Cash Equivalents (Note 2)	\$ 325,022	\$ 407,387
Accounts Receivable, Net of Allowance of Doubtful Accounts of \$7,000 and \$7,000 for 2022 and 2021, respectively	24,698	35,000
Prepaid Expenses	7,274	28,969
TOTAL CURRENT ASSETS	<u>356,994</u>	<u>471,356</u>
INVESTMENTS		
Endowment Fund (Note 3)	337,012	375,973
Beneficial Interest in Endowment Fund Held by Community Foundation (Note 3)	417,263	513,659
TOTAL INVESTMENTS	<u>754,275</u>	<u>889,632</u>
TOTAL ASSETS	<u>\$ 1,111,269</u>	<u>\$ 1,360,988</u>
LIABILITIES		
CURRENT LIABILITIES		
Accrued Salaries and Benefits	\$ 7,378	\$ 18,392
TOTAL CURRENT LIABILITIES	<u>7,378</u>	<u>18,392</u>
TOTAL LIABILITIES	<u>7,378</u>	<u>18,392</u>
NET ASSETS		
Without Donor Restrictions:		
Undesignated	344,147	545,408
Board Designated	310,412	337,473
With Donor Restrictions (Note 4)	449,332	459,715
TOTAL NET ASSETS	<u>1,103,891</u>	<u>1,342,596</u>
TOTAL LIABILITIES AND NET ASSETS	<u>\$ 1,111,269</u>	<u>\$ 1,360,988</u>



2022 FINANCIAL AUDIT

NATIONAL ACADEMY OF CONSTRUCTION STATEMENT OF ACTIVITIES FOR THE YEAR ENDED DECEMBER 31, 2022

	December 31, 2022		
	Without Donor Restrictions	With Donor Restrictions	Total
REVENUES AND SUPPORT			
Donations and Sponsorships	\$ 205,413	\$ 10,000	\$ 215,413
Annual Meeting Registrations	259,527		259,527
Fundraising	270,052		270,052
Membership Dues	129,000		129,000
Investment Income	(43,260)	(96,396)	(139,656)
Other Revenues		60	60
Expiration of Use Restrictions	(75,953)	75,953	-
TOTAL REVENUES, GAINS, AND OTHER SUPPORT	744,779	(10,383)	734,396
EXPENSES			
Program Services			
Annual Meeting	438,605		438,605
Membership	113,800		113,800
Donations	85,504		85,504
Management and General	216,497		216,497
Fundraising Expense	118,695		118,695
TOTAL EXPENSES	973,101	-	973,101
CHANGE IN NET ASSETS	(228,322)	(10,383)	(238,705)
NET ASSETS			
BEGINNING OF YEAR	882,881	459,715	1,342,596
END OF YEAR	\$ 654,559	\$ 449,332	\$ 1,103,891



2022

FINANCIAL AUDIT

NATIONAL ACADEMY OF CONSTRUCTION STATEMENT OF ACTIVITIES FOR THE YEAR ENDED DECEMBER 31, 2021

	December 31, 2021		
	Without Donor Restrictions	With Donor Restrictions	Total
REVENUES AND SUPPORT			
Donations and Sponsorships	\$ 266,611	\$ 17,250	\$ 283,861
Annual Meeting Registrations	225,181		225,181
Fundraising	241,535		241,535
Membership Dues	115,500		115,500
Investment Income	43,881	42,274	86,155
Other Revenues	2,285		2,285
Expiration of Use Restrictions	120,975	(120,975)	-
TOTAL REVENUES, GAINS, AND OTHER SUPPORT	1,015,968	(61,451)	954,517
EXPENSES			
Program Services			
Annual Meeting	400,432		400,432
Membership	103,984		103,984
Donations	97,216		97,216
Management and General	112,005		112,005
Fundraising Expense	128,496		128,496
TOTAL EXPENSES	842,133	-	842,133
CHANGE IN NET ASSETS	173,835	(61,451)	112,384
NET ASSETS			
BEGINNING OF YEAR	709,046	521,166	1,230,212
END OF YEAR	\$ 882,881	\$ 459,715	\$ 1,342,596



2022 FINANCIAL AUDIT

NATIONAL ACADEMY OF CONSTRUCTION STATEMENTS OF CASH FLOWS FOR THE YEAR ENDED DECEMBER 31, 2022 AND 2021

	<u>2022</u>	<u>2021</u>
CASH FLOWS FROM OPERATING ACTIVITIES:		
Increase (Decrease) in Net Assets	\$ (238,705)	\$ 112,384
Adjustments to Reconcile Change In Net Assets to Net Cash Provided used by Operating Activities:		
Gain (Loss) on Investments	38,961	(78,882)
Change in Beneficial Interest in Endowment Held by Community Foundation	96,396	(34,248)
(Increase) Decrease in Operating Assets:		
Accounts Receivable	10,302	(4,395)
Prepaid Expenses	21,695	36,189
Increase (Decrease) in Operating Liabilities:		
Accrued Salaries and Benefits	(11,014)	(1,078)
TOTAL ADJUSTMENTS	<u>156,340</u>	<u>(82,414)</u>
NET CASH FLOWS FROM OPERATING ACTIVITIES	<u>(82,365)</u>	<u>29,970</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
NET CASH FLOWS FROM INVESTING ACTIVITIES	<u>-</u>	<u>-</u>
CASH FLOWS FROM FINANCING ACTIVITIES:		
NET CASH FLOWS FROM FINANCING ACITIVITIES	<u>-</u>	<u>-</u>
NET DECREASE IN CASH AND CASH EQUIVALENTS	(82,365)	29,970
BEGINNING CASH AND CASH EQUIVALENTS	<u>407,387</u>	<u>377,417</u>
ENDING CASH AND CASH EQUIVALENTS	<u>\$ 325,022</u>	<u>\$ 407,387</u>
SUPPLEMENTAL DISCLOSURE OF CASH FLOW		
Interest Paid	<u>\$ -</u>	<u>\$ -</u>



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