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The Future of Construction Management Higher Education

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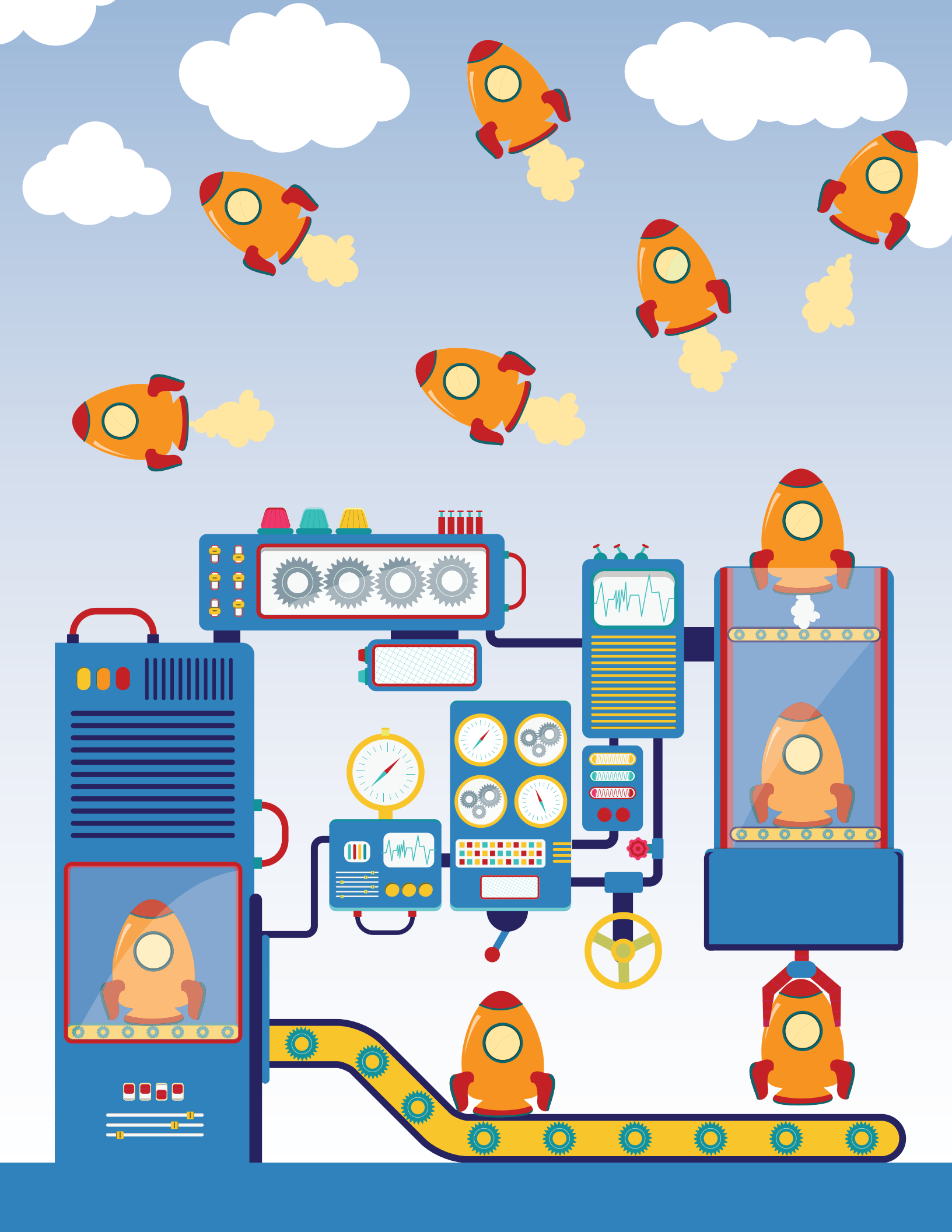
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Construction Leadership Council

Launch Pad

for Careers & Industry Leadership

*by Doug Tabeing
Chair, ACC of America
CLC Steering Committee*

LEADERS CAN BE MADE. AGC MEMBERS ARE DEVELOPING YOUNG PROFESSIONALS TO LEAD THEIR FIRMS AND THE CONSTRUCTION INDUSTRY INTO THE FUTURE

through a group of programs that form AGC's Construction Leadership Council (CLC). AGC chapters give them different names — Construction Leadership Council, Young Constructors Forum, Emerging Leaders Group, Young Executives Committee, Future Leadership Division, Young Leadership Program — but they share the mission of nurturing talent.

"The Construction Leadership Council is invaluable to professional development," says Bryan Kelley, a vice president with Howard S. Wright Construction, a Balfour Beatty Company, a member of multiple AGC chapters. "It bridges the gap between the expectations of company leadership — that its young employees know the industry and its key players and learn to market and develop work — and the untapped potential of a future leader who has the skills but not necessarily the forum to showcase them."

GOOD FOR GROWTH

CLC members grow professionally by networking and exchanging ideas with each other. Ryan Abbott, senior vice president and Southwest district manager with Sundt Construction, a member of multiple AGC chapters, calls the CLC "a forum to engage construction's next generation to innovate better solutions to present-day challenges." He says that participating in the CLC helps members develop the skills they need to engage, develop and guide the future of the industry.

Members repeatedly point out that the relationships they develop in the CLC enhance their leadership abilities by broadening their perspective and by providing opportunities to learn from others' wide-ranging experiences. This has been true for Lance Wright of Conway, Arkansas, who works for Nabholz Construction, a member of multiple AGC

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Launching Leaders

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chapters: “Being able to hear multiple perspectives allows me to better understand the issues on a much broader scale. Having a clear understanding of the issues and building a network of industry peers help me make better decisions in my daily role as a project manager.”

According to Sean Woerman, senior account manager at Lydig Construction, a member of multiple AGC chapters, the CLC has afforded the company the opportunity to elevate young professionals in the industry by allowing them to foster relationships across all aspects of construction, from building construction to heavy highway and infrastructure to specialty contracting and the construction services sector.

The relationships that CLC members cultivate are strengthened by the typically consistent, ongoing nature of the programs. Luke Walker, vice president and regional manager with Griffith Company, a San Diego Chapter and AGC of California member, says that CLC has been a decade-long resource for his learning and professional growth.

GOOD FOR EXPOSURE

The CLC has a national steering committee that promotes communication among the chapters’ CLC groups and facilitates CLC member participation in the activities of AGC of America. The committee’s goal is to connect CLC members to the resources and opportunities available to develop professional skills, promote best practices, shape policies, and serve the community and the industry. This active national-level group is a connection point to the CLC for members of every AGC chapter, whether the chapter has a local CLC program or not.

“I believe that our industry is going to be shaped by young leaders that participate in groups like the CLC,” Woerman says. “I would strongly recommend that employers make it possible for their employees to attend CLC events.”

The CLC’s national steering committee is currently working on a number of projects in which CLC members across the country are involved. They are coordinating with the American Institute of Architects, its Young Architects Forum and the AIA-AGC Joint Committee on a program in which contractors and designers will spend a day walking in the other’s shoes in January 2017. To build

excitement and momentum toward that initiative, they are encouraging CLC programs to co-host an event or education session in November 2016 with their local architects and engineers.

GOOD FOR EDUCATION

The CLC’s national steering committee is also busy raising funds for the CLC Scholarship endowment within the AGC Education and Research Foundation in order to meet its goal of awarding a scholarship every year to a college student who will soon join CLC members as a young professional in the industry. Through their efforts, that endowment has nearly doubled in the past year.

Additionally, the committee arranges opportunities for CLC members to participate and be mentored within AGC of America’s Divisions and Forums. Being an active member of the CLC led Ashley Phelps, Lean Practices Manager for Gilbane Building Company, to AGC’s Building Division and Lean Construction Forum.

She says that the relationships she has made have provided her opportunities not only to develop professionally but also to showcase her company’s accomplishments. “My participation with

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AGC Arkansas is proud to announce the 2016 Scholarship Recipients to the National CLC Conference in Atlanta.

Congratulations to the recipients and thank you for all of your contributions to AGC Arkansas and the construction industry.



Adam Bingman
Project Manager
ACE Glass
Construction



Jonathan Foster
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Estimator
Weaver-Bailey
Contractors



Amanda House
Project Engineer
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Ryan McClafferty
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Launching Leaders

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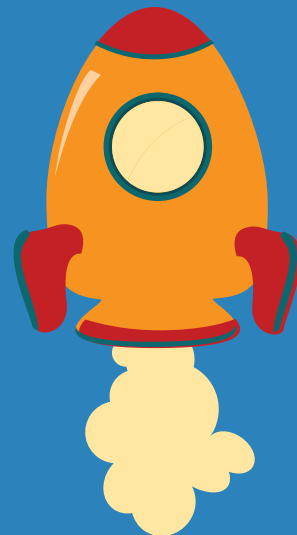
the CLC has allowed me to create meaningful relationships with peers across all aspects of the industry," Phelps explains. "I now have friends I can call up when I have a problem or question. I wouldn't have those connections without the CLC."

The CLC organizes a Leadership Development Conference each year. At the conference AGC members hear from speakers about professional improvement, participate in a workshop to learn from members of different CLC groups, tour a local project under construction and complete a charity project. Wright touts that the Leadership Development Conference exposes attendees to great speakers and industry trends, and helps them to build their networks of industry peers.

GOOD FOR THE INDUSTRY

Drawing on their own experiences, CLC members and leaders encourage AGC-member firms to sponsor participation in the CLC. "Participation in the CLC by young, upcoming leaders in your organization will develop leadership attributes and essential relationships within our industry," promises Ryan Snow, vice president, Modern Railway Systems, a subsidiary of Stacy and Witbeck, Inc. Wright agrees, "CLC is the launching pad for advancement in both a person's career and industry leadership."

Construction Leadership Council is the launching pad for advancement in both a person's career and industry leadership.



The 2016 Leadership Development Conference is Oct. 27-29 in Atlanta. This year's conference features two jobsite tours: Mercedes-Benz Stadium, being built by a joint venture that includes AGC members Holder Construction Company, Hunt Construction Group, and C.D. Moody Construction Company, and SunTrust Park, being built by a joint venture that includes AGC members Brasfield & Gorrie, Mortenson Construction, Barton Malow Company, and New South Construction Company.

Members interested in learning more about the CLC can sign up to re-

ceive the CLC's national newsletter (the Leadership Link) and other CLC-related communications at www.agc.org/clc. They can also join the AGC of America CLC group on LinkedIn, where CLC members share information and exchange ideas, and they can follow the CLC on Twitter @AGC_CLC. CLC members use the hashtag #One_CLC to promote and share their CLC activities and accomplishments.

AGC Arkansas' Future Leaders Division, or more commonly known as FLD, is one of the country's most active chapters. To learn more or to become a part of FLD, simply contact Beth Franks, AGC Arkansas Director of Marketing, at bfranks@agcar.net. We also invite you to check us out at the FLD End-of-Year Social at The Flying Saucer on Dec. 1 from 3:30 to 5:30 p.m. R.S.V.P. to Beth. ■

Doug Tabeling is the current chair of the AGC of America CLC Steering Committee and a construction lawyer with Smith, Currie & Hancock LLP in Atlanta, Georgia. He is a member of the AGC of America Project Delivery Forum Steering Committee, a past chair of the AGC Georgia Young Leadership Program, and a past member of the AGC Georgia Board of Directors.




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AGC Arkansas awards Be Pro Be Proud \$25,000

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*by Beth Franks
Director of Marketing,
AGC Arkansas*

AGC ARKANSAS RECENTLY PRESENTED THE ARKANSAS STATE CHAMBER OF COMMERCE AND THE ASSOCIATED INDUSTRIES OF ARKANSAS (ASCC/AIA) WITH A \$25,000 INVESTMENT.

As the leading association for the commercial construction industry, and while working closely with AGC of America, AGC Arkansas provides its members with industry data and avenues for advocacy, education and networking opportunities. The investment, through the generous donations of our members, will help fund Arkansas State Chamber's "Be Pro Be Proud" workforce initiative, which showcases to Arkansas high school and vocational students the many career opportunities available within the construction, transportation and manufacturing industry sectors.

"Construction is a core facet of 'Be Pro Be Proud' and we're extremely grateful for the dedicated, ongoing support from the Associated General Contractors of Arkansas," said Randy Zook, President and CEO of the Arkansas State Chamber of Commerce. "They too share our mission to encourage further career and

technical education in Arkansas, and we're honored to accept their partnership."

Through a traveling, engaging Be Pro Workshop, the "Be Pro Be Proud" Initiative has conducted four launch events in all corners of the state and made more than 70 stops at Arkansas schools, industry events and festivals. Nearly 3,000 people have joined the movement online since its debut March 8, 2016, and the initiative has received more than \$1.25 million in public and private investment, bringing the effort more than halfway towards its funding goal.

A robust online presence at www.BeProBeProud.org serves as a content hub for students, parents, teachers and the general public to learn more and even find training and job opportunities. Employers can also use the site to engage students, current skilled trade professionals can become ambassadors

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AGC/Be Pro Be Proud

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and work with students to spur interest, and parents and educators can arm themselves with the necessary materials for encouraging students to learn about potential career opportunities.

Investments such as this one from AGC Arkansas are intended to expand student consideration of and interest in technical programs that teach the skills needed for our economy to grow and expand. AGC of America recently reported that two-thirds of construction firms in the U.S. are reporting difficulty in filling hourly craft positions that represent the bulk of the construction workforce. Construction encompasses several of the 12 professions highlighted in the "Be Pro Be Proud" campaign efforts, each with starting average annual wages exceeding \$32,000.

"Advocating for skilled trade professions and educating students about their rewarding career opportunities is critical for our country's economic growth, and we're proud to award these funds to the 'Be Pro Be Proud' initiative to aid in this mission," said William Fletcher, Presi-

dent of AGC Arkansas and Executive Vice President and COO of Kinco Constructors in Little Rock and Springdale. "As today's contractors face a lack of skilled craft workers, they're forced to slow scheduled work or choose not to bid on projects, ultimately leading to inflated construction costs. It's important that we make efforts to improve our methods of recruiting and training new workers for these positions."

Arkansas's skilled professional workforce is aging fast, leading to a growing gap in finding Arkansans to fill these positions. There are an estimated 5.6 million job openings in the U.S. today. Approximately 60,000 of these openings exist in Arkansas with the majority being in high skilled technical fields. This gap in our state's employment can be directly attributed to a lack of knowledge, interest and preparation for these opportunities among younger generations.

The "Be Pro Be Proud" campaign is aimed at closing the skills gap and providing students and their influencers with the resources and training they need to succeed in a technical profession. Additional Be Pro Be Proud partners include the Albemarle Foundation, Arkansas

Department of Career Education, the Arkansas Economic Development Commission, Arkansas Governor Asa Hutchinson, the Arkansas Trucking Association, the Associated General Contractors of Arkansas, the Delta Regional Authority, Entergy, Haas Automation, Nucor, Pace Industries, Stone Ward, Truck Centers of Arkansas, Tyson Foods, Walmart and Welsco. For more information, please visit the link on the AGC Arkansas homepage at www.agcar.net, directly visit www.BeProBeProud.org or call Beth Franks at 501.375.4436. ■

Beth Franks is the Director of Marketing for AGC Arkansas. Contact Beth at bfranks@agcar.net or 501.375.4436.



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How You Can Benefit from the AGC Arkansas - Be Pro Be Proud Partnership

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As a partner in the initiative, AGC Arkansas members have special access to two great benefits.

Join the road show! We welcome you to join the Be Pro Be Proud rig as it makes its stops. You'll get great face-time with high school and vocational students to share more about your company and the industry. Simply contact Beth Franks at bfranks@agcar.net or 501.375.4436 to access the tour schedule and sign-up to participate.

Contact interested students. AGC Arkansas has access to the contact information for students, parents and counselors that express interest in construction careers. We're happy to share this information with you. Simply contact Beth at the contact information above.



Construction Education

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UALR: A case study of the evolution of Construction Management

*by Dr. Hollis “Hank” Bray
PE, CPC, LCI, CM-Lean
Associate Professor and
Coordinator of Construction
Management, UALR
Department of Construction
Management & Civil and
Construction Engineering*

CONSTRUCTION MANAGEMENT IS A HOT FIELD. DEMAND IS HIGH NATIONWIDE. THE CONSTRUCTION MANAGEMENT DEGREE PROGRAM AT UNIVERSITY OF ARKANSAS AT LITTLE ROCK (UALR) PROVIDES

the academic and practical background for a professional career in construction management and produces 25 – 30 graduates each year and more in its other programs. The majority of graduates go into the commercial construction sector and are employed in all parts of the country.

The beginning

The first construction management programs began to appear around the U.S. in the 1960s because engineering and architecture programs were not teaching the business and management skills needed for successful construction project managers. Construction management programs were started due to the demand for professionals with skills

in project management, scheduling, estimating and specialized construction business skills that were not covered in other disciplines.

The UALR Construction Management program roots go back as far as the 1970s to the Engineering and Engineering Technology Department in the former College of Science. But Construction Management as it exists today really came into being in 1991, when George Rozzell, Jr., Bob Nabholz, Gus Vratsinas, Jim May, Bob Shell and Jack Kinnaman backed an effort to begin a new program in Construction Management at UALR.

What the program looks like today

Demand in the architectural, engineering and construction (AEC) indus-

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try has grown, and so has UALR Construction Management. Students with degrees in these fields have strong job opportunities. Current students are typically starting at salaries above \$50k. The department has gradually and carefully expanded its offerings since 2010 to six degree programs to meet the changing needs of the industry. Today, the name Department of Construction Management and Civil and Construction Engineering reflects the broad reach of the AEC industry. With more than 200 students, the Department is one of the largest in the Donaghey College of Engineering & Information Technology and at UALR.

Under the dynamic leadership of Professor Mike Tramel, chair of the department since 1999, a strategic decision was made to add civil engineering to the department offerings. As a civil engineer and a professional constructor, Professor Tramel got his start in construction education in 1988. He remembers the days when construction management programs were competing for resources with engineering and architecture programs. There was often a feeling that the “academy” did not really accept construction management as a professional discipline even though construction was the nation’s largest employer and the economic engine of the world. A large number of construction educators were practitioners without doctoral degrees and faced difficulty in getting the tenure and promotion awarded to other college professors. That is why so many construction management programs were started at universities like UALR across the country. That is why Professor Tramel’s vision to add civil engineering at UALR was so bold and unique. UALR Construction Management is the only program in the U.S. to have “birthed” a civil engineering program. The strategy has paid big dividends. Students generally choose a school first, then a major. It’s not unusual for students to change majors. Students that choose UALR for one of the engineering programs learn that there are a lot of options in the AEC industry including construction management. They have the opportunity to do what they really like. Now the Department of Construction Management and Civil & Construction Engineering offers a

full range of programs that span the demands and meet the opportunities of the AEC industry.

Why are UALR programs unique?

The flagship programs – Construction Management and Civil and Construction Engineering – are two distinct degrees, yet are linked in a very special way. Construction Management graduates handle the business, planning and execution of construction. Civil and Construction Engineering graduates tend to focus on the design portions of construction and can obtain professional engineering licensure. However, students in both degree programs share 11 classes in construction and civil engineering including estimating, project management, construction techniques, estimating and scheduling, as well as business and communication skills. This is unique in construction education. There are no other programs like this in the U.S. Because of the unique faculty and UALR’s location in the metropolitan area, the department can support additional diverse programs that are carefully chosen to support the demands of industry and students. Each of the programs listed below are unique, and there are no others like them in Arkansas:

- Department of Construction Management and Civil and Construction Engineering Degree Programs
- Bachelor of Science in Construction Management
- Bachelor of Science in Civil and Construction Engineering
- Bachelor of Science in Architectural and Construction Engineering
- Bachelor of Science in Environmental Engineering
- Master of Science in Construction Management
- Associate of Science in Construction Science (two year)

Quality of programming

In higher education, external accreditors are used as one of the quality indicators. The Construction Management degree program has been continuously accredited by the American Council for Construction Education (ACCE) since 1998. ACCE is the premier global accrediting body and advocate for quality construction education. More than 90 construction management programs worldwide are currently accredited by

ACCE. UALR is one of two ACCE accredited programs in Arkansas - the other is located at the prestigious John Brown University in Siloam Springs, Arkansas. The Associated General Contractors (AGC) Education & Research Foundation is an association member of ACCE and thus takes part in voting on program accreditation actions.

ACCE recently revamped its quality assurance process from prescriptive to performance-based standards. The term “performance standards” should be familiar to contractors. It’s similar to ordering 3000 psi concrete rather than telling the batch plant how much cement, aggregate and water to use. It’s like accepting compaction based on the Proctor density as the standard.

Professor Tramel took note and challenged the faculty to be the first construction management program in the world to meet ACCE’s new performance-based standards. In the fall of 2014, the UALR Construction Management program was the first in the world to be evaluated under ACCE’s comprehensive new performance standards and received accreditation for a full six-year term. Take a look at the 20 standards. Why is it a big deal to meet ACCE’s new performance standards? In the “performance-standard” world, the burden of proof is on UALR Construction Management to demonstrate that graduates have these skills. It’s no longer good enough for students to just pass all the coursework. The program now has to prove that students can estimate, schedule, create a safety plan, read construction documents, analyze ethical situations and a host of other skills. In a performance-based system, the accreditors are not looking at the grades of the students. Program leaders have to make the case that students can perform these skills by providing the actual estimates, schedules and safety plans, along with other student work, for examination by the accreditors.

ACCE Performance Standards

- Create written communications appropriate to the construction discipline.
- Create oral presentations appropriate to the construction discipline.
- Create a construction project safety plan.
- Create construction project cost estimates.

- Create construction project schedules.
- Analyze professional decisions based on ethical principles.
- Analyze construction documents for planning and management of construction processes.
- Analyze methods, materials, and equipment used to construct projects.
- Apply construction management skills as a member of a multi-disciplinary team.
- Apply electronic-based technology to manage the construction process.
- Apply basic surveying techniques for construction layout and control.
- Understand different methods of project delivery and the roles and responsibilities of all constituencies involved in the design and construction process.
- Understand construction risk management.
- Understand construction accounting and cost control.
- Understand construction quality assurance and control.
- Understand construction project control processes.
- Understand the legal implications of contract, common, and regulatory law to manage a construction project.
- Understand the basic principles of sustainable construction.
- Understand the basic principles of structural behavior.
- Understand the basic principles of mechanical, electrical and piping systems.

The Accreditation Board for Engineering and Technology (ABET) also accredits a variety of programs – approximately 3,600 programs in 29 countries. Perhaps best known for accrediting engineering and technology programs, ABET recently began accrediting construction management under the guidance of the Construction Management Association of America (CMAA). One of Mike Tramel's best hires was Dr. Nickolas "Nick" Jovanovic. Professor Jovanovic is an ABET guru, successfully guiding the Construction and Civil Engineering program through the ABET Accreditation process from 2012 – 2014. When he discovered

that ABET was extending accreditation to Construction Management, Professor Tramel once again challenged the faculty to receive dual accreditation by both ACCE and ABET. Professor Jovanovic provided the leadership and knowledge to prepare the application for ABET accreditation for the UALR Construction Management program as well.

Currently, there are only three construction management programs accredited by ABET: Brigham Young University, Pittsburg State University and the University of North Florida. In addition, new construction management program criteria for ABET was released in November 2015. In less than a year, the UALR Construction Management program applied for recognition, submitted a self-study and was the first program to be reviewed under ABET's new program criteria for construction management programs. The approval process takes a year. UALR Construction management will receive official notification of the results in August 2017.

The ABET criteria are performance-based criteria as well. The list below shows the ABET criteria encompasses many of the same requirements as ACCE. This means the department spends a considerable effort measuring students' abilities to actually perform what is being taught. UALR is one of only a handful of construction management programs that have embraced performance standards for evaluation of the program.

ABET Construction Management Criteria

Graduates of Construction Management programs will have the knowledge, as well as the technical, administrative and communication skills, necessary to succeed in the construction industry. Students must demonstrate the knowledge and skills to deliver construction projects with respect to scope, schedule, budget, quality, safety and the environment. The professional component must include these topics:

- Construction project management from pre-design through commissioning;
- project life-cycle and sustainability;
- health and safety, accident prevention, and regulatory compliance;
- law, contract documents administration, and dispute prevention and resolution;
- materials, labor and methods of construction;
- finance and accounting principles;
- planning and scheduling;
- cost management including plan reading, quantity take offs and estimating;
- project delivery methods;
- leadership and managing people;
- business and communication skills.

The Department faculty includes nine tenured and tenure-track faculty members, three lecturers and instruc-

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tors and five adjunct (part-time) instructors from a very broad background. Faculty are involved in service as well as teaching activities. Faculty members serve as key people in the Donaghey College of Engineering and Information Technology as throughout the University to provide leadership and assistance with accreditation and curriculum development. Faculty provide training and education programs for the construction industry through AGC Arkansas and the new Lean Construction program.

Did you know?

- UALR Construction Management students are required to complete 800 hours of relevant, approved work experience in construction.
- Students must pass the Associate Constructor (AC) Exam, a nationwide test administered to construction management graduates.
- Student activities include student chapters of the Associated General Contractors of America, Associated Builders and Constructors, American Concrete Institute and the National Association of Women in Construction.
- Students participate in regional and national construction management competitions.
- The newest hire, Dr. David Manry, is developing coursework incorpo-

*The UALR
Construction
Management
program roots
go back as far
as the
1970s*

rating Building Information Modeling (BIM) that will enhance the department's ability to teach the most modern technology and program delivery methods.

- The Environmental Engineering Program, coordinated by Dr. Lashun Thomas, is the only baccalaureate degree program of its kind in Arkansas. This unique program is poised to "take off" with a whole new generation of young people who want the technical and academic preparation for professional careers in environmental engineering.
- The Architectural and Construc-

tion Engineering degree focuses on building systems and construction management.

- The Master's degree in Construction is open to students with other degrees and offers advanced studies in construction management.
- UALR gives in-state tuition to students from all contiguous states.
- Annual mean wages of construction managers in Arkansas: \$72,400 (Bureau of Labor Statistics, May 2015).
- Construction managers needed in Arkansas by the year 2024 – 3,298 (Base year 2014 – 3,114 discover.arkansas.gov).
- More information is available at ualr.edu/constructionmanagement.

What does it all mean?

The Department of Construction Management and Civil and Construction Engineering has a unique collection of programs for students in Arkansas' capital city. Students have the opportunity to explore similar programs that provide entry into the AEC industry and find the right one for them. With an ongoing and growing demand for skilled and well-trained individuals in construction and related fields, construction management programs are heeding the call and helping to meet current and future workforce development needs. ■

Hank Bray is a Professor and Coordinator of the Construction Management program in the Department of Construction Management and Civil and Construction Engineering at the University of Arkansas at Little Rock. He is a Professional Engineer, CM-BIM certified, a Certified Professional Constructor and a member of the Lean Construction Institute. Hank is a certified CM-Lean instructor and teaches the course for AGC Arkansas. He has 30+ years' experience in construction management and civil engineering. Hank is the chief trainer for the American Council for Construction Education accreditation teams.





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Wisdom from Lifetime National Governors

AGC Arkansas is honored to have four Life Governors on the AGC of America Board of Governors. We asked our Governors to share some career highlights and their thoughts on giving back recently.

J. SCOTT COPAS
Baldwin & Shell Construction Company

Why did you get involved in AGC Arkansas? I went to Bob Shell's induction as president and saw the number of people involved in the organization and became enthused. I told Bob that I wanted to get involved and I was appointed to the AGC Safety Committee.

Why should others get involved? It is by far the best way to collaborate with others in our industry, defend the industry from regulations and legislation that hurts the industry and have a voice on the hill in Washington.

What's your favorite AGC Arkansas memory? I have so many it is hard to count but the one that seems to come back to me the most was when I sat in a dunking booth as president and let all the members' children drown me.

Advice for our future leaders? Consult with the past leaders that have experienced so much of our history, but be cognizant that every day is a new day in our industry and country and that the old ways most of the time are not the best answer. Tapping into the wisdom of the past is always good for reflection but not necessarily visionary.

What's the biggest change you've seen in our industry during your career? It would have to be technology in the office and in the field. It is absolutely amazing what our people can accomplish with

these new innovative tools.

If you could change one thing about the industry or your career, what would it be? Get rid of deadlines!

What do you want your legacy in the industry to be? I would like to be remembered as being a leader that was fair, thoughtful, visionary and respectful to everyone I met.

D.B. HILL
D.B. Hill Contractor, Inc.

Why did you get involved in AGC Arkansas? Our firm had been involved with AGC Arkansas for many years, so it was only natural as I became more involved in the overall operations of our company, that I became involved with committee and divisional activities. It was also a good way to meet other contractors, suppliers and to learn about the industry.

Why should others get involved? Others should become involved for the same reasons. Additionally, there are many more educational opportunities offered by AGC Arkansas today than there were forty-five years ago.

What's your favorite AGC Arkansas memory? I find it difficult to single out one memory of AGC Arkansas as a favorite. Certainly my time as president of the chapter is memorable, but my time serving on committees, leading the Division and being a National Director all hold fond memories. My time serving as Legislative Chairman was the most rewarding for we were able to serve all the divisions of AGC Arkansas equally.

Advice for our future leaders? My advice to future leaders is to be involved as much and as often as your personal and professional time allows.

What's the biggest change you've seen in our industry during your career?



As we all know, there have been great changes in the contracting industry in the last forty-five years. The workforce, tools and equipment we use and the complexity of the jobs are quite different. I think, however, the greatest change, and not for the good, is the demise of the locally, family-owned and operated contracting firm. I believe our industry has been debilitated because of it.

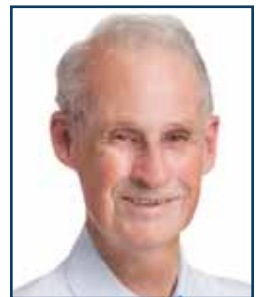
If you could change one thing about the industry or your career, what would it be? If there is one thing I could change about the highway contracting industry today, it would be returning to the competitive low bid system without using the alternative delivery systems we often see being utilized. These systems put great stress on the contracting firms and their employees. The emphasis is now on the time it takes to complete a job and that is not always in the best interest of the citizens of Arkansas. Highway contracting is a process and when one element of the process is favored over the others, the end result may not be the desired result.

What do you want your legacy in the industry to be? Simply, I want my legacy to be "a lifelong Highway Contractor giving back more than was received."

BOB SHELL
Baldwin & Shell Construction Company

Why did you get involved in AGC Arkansas? Our firm joined AGC IN 1948 I got involved in 1954. AGC was the association that represented our industry at both the state and national levels.

Why should others get involved? AGC is the only contractor association that has national clout with Congress and is able to influence legislation that benefits even the small contractor.



We need to support our industry by getting involved.

What's your favorite AGC Arkansas memory? I have several. Being 1 of 5 elected in the first group to the Arkansas Construction Hall of Fame. Being elected State AGC President. Being elected National Director and Lifetime Director.

Advice for our future leaders? They need to devote time and effort to support the industry in which you work. You need to be involved financially and physically and try to attend National meetings and work on committees to get an overall idea of what National does. It means a lot of time and effort to work on committees also on a local level but gives you an appreciation of AGC. Give back to your industry.

What's the biggest change you've seen in our industry during your career? The biggest change for the building division was when we went from unions to open shop in 1972. It also has resulted in downturn in skilled workers and is now a nationwide problem that is very serious.

If you could change one thing about the industry or your career, what would it be? To work harder to get more people involved and to build the chapter.

What do you want your legacy in the industry to be? Being the individual who broke the unions and led the way to open shop in the state for the building contractors and by being the leader in apprenticeship for the building trades for over 50 years.

DON WEAVER Weaver-Bailey Contractors

Why did you get involved in AGC Arkansas? Weaver-Bailey has been a member of

AGC Arkansas since 1973. Upon graduation from college in 1980, I got involved going to meetings and bid lettings at the Coachman's Inn in Little Rock. My first committee work was for the golf tournament. It was really important!

Why should others get involved? I have always been taught to give back. The AGC serves our industry through education, policy oversight, government relations with all state and federal agencies and interaction with other construc-

tion-related companies and people. Involvement with AGC puts you in front of decision makers and helps educate both you and others.

What's your favorite AGC Arkansas memory? There are too many to count. I would have to say the many friendships I have formed over the last 40 years. Contractors and construction-related folks are the best.

Advice for our future leaders? Get involved. I have never felt like I have wasted one minute on AGC activities. It will make you a better business person and will give you many life lessons on dealing with people.

What's the biggest change you've seen in our industry during your career? We had zero desktops or laptops in 1980. The way information is exchanged now is something I could not have imagined.

If you could change one thing about the industry or your career, what would it be? Our industry is still fragmented when dealing with government. I wish all the construction groups could work together for common goals on a regular basis.

What do you want your legacy in the industry to be? I just want to leave things better than when I started. Helping build a company and an industry that does so much good for the state and the country is fun every day.

The Board of Governors is an advisory body that oversees the Board of Directors and the national association as a whole.

J. Scott Copas

1996-1997
2006-2015
2016

Past Chapter President
Elected Governor
Elected Governor/Life Governor

D. B. Hill, III

1993
1994-1995
1997-1998
1999

Chapter President
Past Chapter President
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Elected Governor
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Elected Governor/National
Committee Chair
Elected Governor/National
Committee Chair/Division
Vice Chair
Elected Governor/Division
Chair
Past Division Chair
Past Division Chair/Life
Governor
National Committee Chair/
Life Governor
Life Governor

Bob Shell

1984-1995
1996-Present

Elected Governor
Life Governor

Don Weaver

2002
2003
2004-2007
2008

Chapter President
Past Chapter President
Committee Chair
Committee Chair/Division
Vice Chair
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Past Division Chair/Committee
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Building Infrastructure for a Cleaner Energy Future

by Christopher Hardy
Outreach Manager,
Clean Line Energy Partners



One of the most significant manufacturing developments in Arkansas this year is taking place in West Memphis, where a leading French manufacturer will soon complete construction on a modern, new facility. Sediver, a world leader in toughened glass insulator technology for electric utilities, will capitalize on Arkansas' advantaged position for logistics as well as the exciting transition to cleaner energy sources led by demand from leading employers and consumers in the Mid-South and Southeast. The Plains & Eastern Clean Line transmission project is playing a key role in motivating manufacturers like Sediver to locate in Arkansas, as the project not only delivers clean, affordable energy but also is a major customer for products, services and workers in Arkansas.

Located midway between Montreal and Mexico City, Arkansas is strategically positioned as a major hub for the manufacturing and distribution of goods and services in a variety of markets, from timber, paper, and food products to rubber, steel, and aircraft, among others. It's no

wonder Governor Hutchison has prioritized international trade and investment to increase and retain well-paying jobs. In 2015, the manufacturing industry in Arkansas employed more than 150,000 people and contributed more than \$16 billion to the state's economy.¹ Over 100 foreign companies have operations in Arkansas.²

Sediver chooses Arkansas for new, made in USA facility

After several decades without a manufacturing facility in the United States, Sediver decided to look at Arkansas as the ideal location to open a manufacturing factory. The company was drawn to the state by the opportunity to manufacture insulators for the Plains & Eastern Clean Line. Clean Line selected Sediver because their toughened glass insulator technology ensures the best reliability for direct current transmission line projects and because Sediver committed to opening a new state of the art facility in Arkansas.

Sediver's new manufacturing and testing facility in West Memphis will

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- Housing / apartments / hotels
- Restaurants
- Office and event space

Access

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- Stone purchasing
- Matting installation and material
- Geo fabric material
- Culvert material and installation

Traffic Maintenance

- Flagging
- Signage and supplies

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make the components used by utilities in Arkansas and around the country to deliver low-cost, clean energy. Sediver has supplied utilities throughout the world for more than 70 years with insulators, the key components that support electrical conductor wire and prevent electric current from flowing to the ground. These important pieces of equipment can be seen on electrical utility lines everywhere are absolutely critical to the safe and reliable supply of the energy that the modern world relies on.

Manufacturing facilities are among the largest energy users, consuming

30% of our nation's supply.³ And the manufacturing, logistics, and technology industries are demanding a low-cost and cleaner energy mix to power their current operations and future growth. Leading companies like Walmart, Facebook, Google, and Amazon are actively pursuing the opportunity to purchase renewable energy. Global manufacturers with major operations in Arkansas like Lockheed Martin, Unilever, L'Oreal, and Kimberly Clark have all established ambitious renewable energy supply goals.

continued on page 25



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A R K A N S A S

Industry

from page 23

America's largest clean energy infrastructure project is in Arkansas

The Plains & Eastern Clean Line is the largest renewable energy infrastructure project in the country and will deliver wind energy from the Oklahoma Panhandle region to utilities and customers in Arkansas and other states in the Mid-South and southeastern United States. The project will substantially increase the amount of low-cost, renewable energy available in Arkansas by delivering enough energy to power over 160,000 households in the state every year. Clean Line will pay Arkansas counties where the electric transmission project is located approximately \$140 million over the first 40 years of operation, supporting local schools and other community services.

Plains & Eastern Clean Line means jobs for Arkansas

The transmission line and delivery converter station will deliver substantial economic benefits to Arkansas. Researchers from the University of Arkansas' Walton College of Business estimate that the Plains & Eastern Clean Line will generate over \$660 million of total economic output in Arkansas and that the project's construction will create nearly 900 jobs over a two to three-year period.

Clean Line's commitment to Arkansas manufacturing represents more than \$160 million in purchases of products made directly in Arkansas by Arkansans. Additional Arkansas companies involved in the wind energy and transmission supply chains should see increased orders as a result of the transmission line and new wind farms. For example, LM Wind Power of Little Rock manufactures the wind blades that drivers often see heading west along Interstate 40. General Electric recently announced it is purchasing LM Wind Power. About 2,000 new wind turbines, requiring 6,000 new wind blades, will be built in the Oklahoma Panhandle region to connect to the Plains & Eastern Clean Line and supply utilities in Arkansas and other states.

The transmission line foundations will require approximately 73,000 cubic yards of concrete. The Arkansas delivery converter station alone will require approximately 40,000 cubic yards of concrete. Clean Line is committed to using qualified local and regional contractors

to help build the transmission line and delivery converter station, in such areas as site grading, matting and culvert installation, foundation casings, aggregate and concrete, among others.

Construction on the largest clean energy project to begin soon

The Plains & Eastern Clean Line received its final major regulatory approval in March of this year from the Department of Energy (DOE). The project underwent an environmental review under the National Environmental Policy Act led by DOE in coordination with

the Southwestern Power Administration. The decision was issued at the completion of a nearly six year study and evaluation process. DOE determined that the Plains & Eastern Clean Line meets a growing demand for low-cost clean energy and is in the public interest. The project includes a converter station in Pope County that will deliver 500 megawatts (MW) of power to Arkansas.

Beginning in May of 2016 and throughout the summer, Clean Line conducted field surveys for the Plains & Eastern Clean Line with a focus on the iden-

continued on page 26



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Pipeline

from page 25

tification of aquatic, biological, and cultural resources. Multiple contractors and subcontractors worked across the project area in Oklahoma, Arkansas and Tennessee to support this effort. Clean Line has also begun seeking easements from landowners across the project area. Clean Line has engaged Parnell Consultants of Booneville to assist with right-of-way negotiations and Crafton Tull of Conway to carry out boundary survey work for the project. Arkansas families and businesses are already seeing the benefits of the Plains & Eastern Clean Line as progress is made in right-of-way acquisition. Clean Line expects to make over \$30 million in payments to Arkansas landowners who grant easements for the transmission line.

The project continues to advance commercial discussions with wind farm developers seeking to send their product to market and utilities in Arkansas and throughout the region who are interested in access to more low-cost clean energy for their consumers.

The Plains & Eastern Clean Line

transmission project estimates construction will begin in late 2017 and will require approximately two to three years to complete. Approximately 400 workers on average are expected to be directly employed during the construction of the transmission line in Arkansas, and an additional 140 workers on average are expected to be directly employed during the construction of the Arkansas delivery converter station.

Clean Line looks forward to working with Arkansas businesses

The Plains & Eastern Clean Line will help modernize and strengthen America's electric grid and create a cleaner energy future for Arkansas. Clean Line looks forward to working with Arkansas businesses like yours to deliver a new

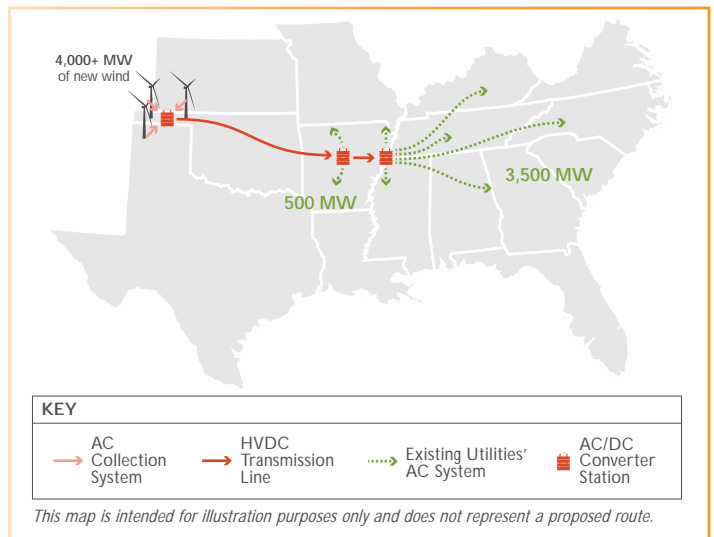
source of low-cost energy, jobs, and revenues to the Natural State.

Christopher Hardy is the Outreach Manager for Clean Line Energy Partners. Contact Christopher at chardy@clean-lineenergy.com.

1 National Association of Manufacturers, Arkansas Manufacturing Facts

2 Arkansas Economic Development Commission, www.arkansasedc.com

3 U.S. Energy Information Administration, Annual Energy Outlook 2015





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AGC Launches New Construction-Focused Podcast



AGC of America recently launched **ConstructorCast**, the new monthly podcast that explores in depth issues affecting the construction industry. For each episode, they speak with a different authority on current topics including public policy, safety and health, labor and many more.

In the latest episode, they sat down with Joe Oleksak, an IT leader with Plante Moran, and Fara Francis, AGC's Chief Information Officer, for a detailed discussion of the cyber security risks facing the construction industry, how hackers target firms, and what you can do to protect yourself and your company.

Stream or download the full episodes at soundcloud.com/agc-ofamerica.

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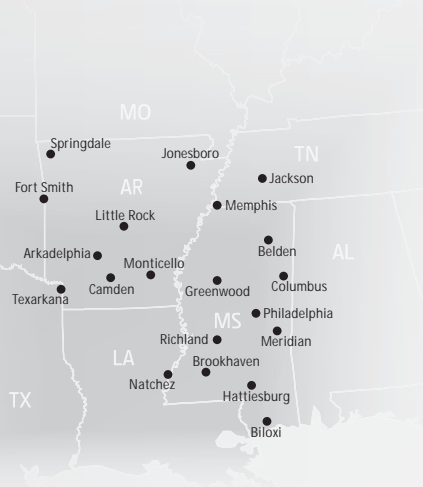
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Comings & Goings

Job Changes

Baldwin & Shell is proud to announce multiple new hires to their team. **Danielle Dodd** was hired as a Project Assistant for the Northeast Arkansas Team. **Wynter Estell** joined the Home Office as the Executive/Marketing Assistant with 29 years of experience. **Pam Dostart** was recently hired as an Accounting Specialist with her degree in Accounting from the University of Arkansas at Little Rock and a degree in Arts from the University of Oklahoma. **Rachel Bolt** was hired as an Administrative Assistant. With his degree in Construction Management, **Jared Ramirez** joined the **Baldwin & Shell** team of Project Estimators. **Eddie Bynum** was recently promoted to an Assistant Superintendent from Journeyman Carpenter. After obtaining her degree in Fine Arts at the University of Memphis and experience as an Interior Designer/Sales, **Libi Fairhead** joined Baldwin & Shell as the Director of Business Development for the Northeast Arkansas Team. With his degree in Construction Management from the University of Arkansas at Little Rock, **Michael Hansberry** recently joined the Central Arkansas Team as a Project Manager. **Adam Cunningham** was recently hired as a Project Manager for the Construction Services Team. **Maggie Estes** has her degree in Architectural Studies from the University of Arkansas and was recently hired as a Project Coordinator for the Construction Services Team.

McGeorge Contracting Company is pleased to announce that **Ryan Spencer** has been hired as Project Estimator and Planner. He graduated from the University of Arkansas at Little Rock in 2008 and has spent the last five years working on design-build projects in the Dallas, Texas area.

Brian Williamson has worked with the **McGeorge Contracting Company** for over fifteen years. He has been promoted from Foreman to Resource Manager.

Matt Taylor has worked with the **McGeorge Contracting Company** for close to five years. He has finished the Junior Foreman program and has graduated to Foreman.

Shannon Williams has worked with the **McGeorge Contracting Company** for over nine years. He has finished the Junior Foreman program and has graduated to Foreman.

William Fason has worked with the **McGeorge Contracting Company** for close to eleven years. He has been promoted from Key Operator to Production Foreman.

Wes Herr has worked with the **McGeorge Contracting Company** for over five years. He has been promoted from Key Operator to Junior Foreman.

Hired in 1990, **Tommy Everett** worked for the **McGeorge Contracting Company** for over twenty-six years. In that time frame Tommy was a key player in construction projects ranging from Interstates to Landfills to Private Commercial Construction. His knowledge and expertise will be missed at The **McGeorge Contracting Company** and by the Construction Industry as a whole. The **McGeorge Contracting Company** wishes the best to Tommy in his retirement.



Biernacki



Black



Everett



Gason



Herr



Hinojosa



Holder



Lane



Mayo



McClellan



McGrew

Company News

AGC Arkansas is proud of our seven graduates of Leadership Arkansas Class X:

- Jerry Holder, Garver
- Trent Keller, Action, Inc.
- Mike McClellan, Harrison Energy Partners
- Michael McGrew, Clark Contractors
- Amy Miller, W&W AFco Steel
- Dwayne Wilson, CDI Contractors
- Lance Wright, Nabholz Construction

10 AGC Arkansas members recently graduated from the XXXI Leadership Greater Little Rock Class. Congratulations to:

- Steve Biernacki, Habitat for Humanity of Pulaski County
- Will Black, CDI Contractors
- Jeremy Collins, First Security Bank
- Michael Hansberry, Baldwin & Shell
- Jose Hinojosa, Centennial Bank
- Steven Lane, Clark Contractors
- Al Malzewski, VCC
- Kevin Messick, Baldwin & Shell
- Josh Osborne, Friday, Eldridge & Clark
- Beverly Roberson, Garver

Congratulations to three AGC Arkansas members that were named Arkansas Business' Best Places to Work:

- Clark Contractors
- Harrison Energy Partners
- VCC, LLC.

Bob Shell of **Baldwin & Shell** was recently named one of Arkansas Business' Business Icons.

Stribling Equipment is proud to announce that they have partnered with **Peoples Construction** and **Kinco Constructors** and have recently broken ground on their new facility on I-30 in Little Rock. A grand opening is planned in the summer of 2017.

Brent Sharpmack of **Hudson, Cisne & Co.** was featured in Henderson State University's spotlight of its MBA Program. Brent, a 2003 alum of the MBA Program, was interviewed to discuss the benefits the Program has had on his career.

Nabholz has been recognized as a 2016 Healthiest 100 Workplaces in America, an awards program presented by Springbuk. Nabholz ranked #58 out of 100. Award applicants were evaluated across six key categories: Vision, Culture/Engagement, Learning, Expertise, Metrics and Technology. Applicants were evaluated with the proprietary Healthiest Employer Index, a 1-100 metric for wellness programming. These organizations have achieved lasting success through a wide array of employee wellness initiatives and corporate wellness programs. Wellness Director **Jayme Mayo** was on hand in D.C. to accept the award.

Project Manager **Andrew Norman** of Nabholz has received accreditation from the American Society of Healthcare Engineer as a Certified Healthcare Constructor. By obtaining this certification, Andrew joins an elite group of construction professionals uniquely qualified to serve healthcare clients.

Nabholz Project Engineer **Brandon Wall** recently passed the exam and will be receiving the first Remote Pilot Certificate with a Small UAS Rating for the Midwest Division of the company. Equipped with this certification and a drone, he will be able to implement this technology on multiple project sites.

Nabholz Executive Vice President and Corporate Counsel **Andrea Woods** was recently published in *The Construction Lawyer's Guide to Labor & Employment Law (Second Edition)*. Woods, along with co-author Erin Ebeler Rolf, contributed "E-Verify and Immigration Enforcement," a chapter that focuses on employers' obligations and risks of non-compliance under the Immigration Reform and Control Act ("IRCA").



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