

THE VIRGINIA RECORD

THE VIRGINIA BRANCH AGC REVIEW

DECEMBER 1977



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ON OUR COVER are views of three projects presented in this issue by AGC Member Firms. At top right is Derbyshire Baptist Church, page 24; at left is the entrance to Powell Valley Primary School, page 20; and at lower right is an exterior view of the Student Union Building at Roanoke College, page 23.

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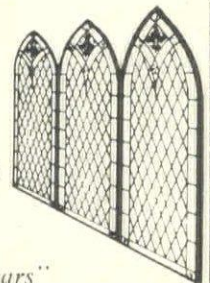
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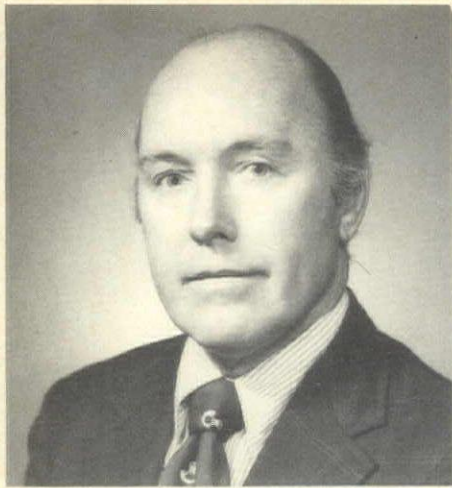
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Randolph F. Patterson, Chairman of Associate Division serves as chairman of the Blue Ribbon Committee planning supplements.

Newspaper Supplements Planned for Construction Week

BECAUSE OF THE good reception and impact of last year's "Construction" newspaper supplements, plans are underway to publish supplements again this year in Tidewater, Peninsula and Richmond areas. The date chosen is January 22, the beginning of Construction Week as proclaimed by Governor Godwin.

On September 28 some 20 members and associates of Virginia Branch, AGC in the Tidewater and Peninsula districts met to coordinate plans. Randy Patterson, Chairman of Virginia Branch AGC's Associate Division, and member of the Firm of Brown-Arris-Langhorne, Inc., Virginia Beach, served as chairman for the meeting held at the Newport News Shipbuilding offices. Others present were Dick Schusterman, Benson-Phillips Co., Inc.; Tom Smith and Robert E. Robischon of Basic Construction Co.; S. P. Toney of Warwick Plumbing and Heating; W. M. Jordan of W. M. Jordan Co., Inc.; Earl U. Morin and J. O. Dynes, Newport News Industrial Corp.; and Paul E. Lakeman, Newport News Shipbuilding, all of Newport News. From Norfolk were Gary D. Crane, Metro Construction Corp.; Wells Gresham of E. T. Gresham Co., Inc.; W. G. Bryson, Tidewater Construction Corp.; R. E. Kersey, Commercial Builders, Inc.; and L. C. Wilkinson, Jr., Virtexco Corporation. Walter P. Conrad, Jr. of Conrad Brothers, Inc.,

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CERTIFICATE of RECOGNITION

*By virtue of the authority vested by the Constitution
in the Governor of the Commonwealth of Virginia,
there is hereby officially recognized:*

VIRGINIA CONSTRUCTION INDUSTRY WEEK

1978

**BASIC TO OUR ECONOMY AND A MAJOR EMPLOYER IN THE
COMMONWEALTH ARE THE MEMBERS OF THE CONSTRUCTION INDUSTRY.**

**DEDICATED TO BUILDING ENERGY EFFICIENT STRUCTURES,
THE INDUSTRY, THROUGH THE VIRGINIA BRANCH OF THE ASSOCIATED
GENERAL CONTRACTORS OF AMERICA, INC., HAS SET ASIDE THE
PERIOD JANUARY 22-28, 1978, WHICH INCLUDES THE ORGANIZATION'S
ANNUAL CONVENTION, AS**

VIRGINIA CONSTRUCTION INDUSTRY WEEK,

AND I CALL ITS SIGNIFICANCE TO THE ATTENTION OF ALL VIRGINIANS.

Murphy Godwin
Governor

Chesapeake, and Rex Smith of Roanoke Iron and Bridge Works, Richmond, were also present. Representing the Virginia Branch AGC staff were Burt Kidd, Bob Gehres and Dorothy Roethe.

The importance of enlisting support of the membership and other suppliers as advertisers, the trend of articles that

should be featured, and a general slogan for this year's approach were discussed at length. Committees to operate specifically on the various aspects of coordinating the publication were established. Tidewater and Peninsula Districts hope to cooperate on certain important articles but emphasize localized information of interest for their respective issues.

R. E. LEE HONORED AMONG FIRST VIRGINIA LAUREATES

AT CEREMONIES AT THE State Capitol on September 29 and again that evening at a formal banquet, R. E. "Bobby" Lee of R. E. Lee and Son, Inc. Charlottesville, was awarded one of the first Virginia Cultural Laureate Awards for Excellence for his work as contractor in the renovation and reconstruction of the Rotunda of the University of Virginia. As a Virginia Laureate, Lee also becomes eligible for National Laureate selection.

A CEREMONY OF Recognizance, held in the Old House Chamber of the Capitol, saw presentation of certificates to the 24 selected laureates by Thomas C. Boushall, a Director of the Virginia Cultural Laureate Center and Honorary Chairman of the Board of the Bank of Virginia Company. Presiding over the ceremonies was Anthony E. Smith, President, Virginia Cultural Laureate Center. The Invocation and Benediction were given by the Reverend James A. Payne, Associate Executive Director of the Virginia Council of Churches.

THE EVENING CEREMONIES, reception and dinner were held at Richmond's Hyatt House. In attendance from

Virginia Branch, AGC were: Mr. and Mrs. Lee, Mr. and Mrs. R. E. Lee, Jr., Mr. and Mrs. J. A. "Buddy" Kessler, Mr. and Mrs. Jack M. Horn, all of R. E. Lee and Son, Inc., Charlottesville; Mr. and Mrs. Robert M. Dunville of Robert M. Dunville and Bros., Inc., Richmond; Sidney W. Galloway, Honorary Member, Richmond; and James. F. Duckhardt, Executive Director.

FOLLOWING A MOVING invocation by the Reverend Constantine N. Dombalis, Bishop of the Greek Orthodox Diocese of Virginia, and the principal speech of the evening by Governor Mills E. Godwin, Jr., Dr. E. Bruce Heilman, President of the University of Richmond presented the laureation silver medallions to the 24 being honored. Dr. Heilman's statement of praise for Lee's accomplishments in the field of construction and for his stature in the field is reprinted here. Lee was also contractor for renovation of both Mount Vernon and Monticello and was called out of retirement to take on the task of restoring the Rotunda, which was designed by Thomas Jefferson and renovated under the direction of Stanford White around the turn of the century.

(Please turn to page 8)



Thomas C. Boushall, a Director of the Virginia Cultural Laureate Center and Honorary Chairman of the Board of the Bank of Virginia Company, presents certificate to R. E. "Bobby" Lee at afternoon ceremonies in the Old House Chamber of the State Capitol.

INVOCATION

VIRGINIA CULTURAL LAUREATE PRESENTATION

Delivered by the Rev. C. N. Dombalis Dean,
Sts. Constantine and Helen Greek Orthodox
Cathedral, Richmond
at Richmond Hyatt House
September 29, 1977

It was the tradition, in ancient Greece, whenever a newly crowned Olympiad victor returned to his native city, that his fellow citizens would demolish a portion of the defensive walls of the city . . . thus proclaiming to the nation that with men such as these, walls are no longer necessary. Tonight as we honour men and women of excellence in Virginia, we help pull down the walls of ignorance, hunger, poverty, disease and warfare.

Let us pray . . .

In the hush of this quiet and mystic moment, we thank You for men and women who have not walked through Your beautiful world with unseeing eyes. The majesty of Your spirit reflected in the uplifted faces, the flashing eye of spiritual beauty and mental excellence, courageously steps out into the wind and challenges the storm and gives it direction . . . In adversity, an opportunity to stand for what is right . . . unafraid to take things as they are and to resolve to make them what they ought to be. Dissatisfied with patient endurance, stiff upper lip and whistling in the dark . . . with boldness and prudence these soldiers of the common good blazingly sincere put humanity first. We thank You for the rich heritage of this great Commonwealth and for the helmsman, Governor Godwin, who has brought Virginia to a new day of hope and possibility.

Hear our prayer O God, and may we never be counted amongst the cold and timid souls, who know neither great enthusiasm and great devotion nor a life spent in a worthy cause.

Amen



Former Governor, J. Lindsay Almond, Jr. (right) extends his congratulations to Mr. Lee during the formal banquet at the Richmond Hyatt House as Anthony E. Smith, President, Virginia Cultural Laureate Center, applauds.

CITATION

As read by Dr. E. Bruce Heilman, President,
University of Richmond, who was Master of
Laureation at the Presentation Banquet of
the Virginia Cultural Laureate Center.

Richmond Hyatt House
September 29, 1977

General Contracting — Robert E. Lee

The past is present. Here we have an exact illustration.

Two centuries ago, Thomas Jefferson designed the first buildings of the University of Virginia. The plan he devised soon became famous.

Unfortunately, his Rotunda, a natural feature of the total plan, was destroyed by fire in 1895. Rebuilt under the then famous architect Stanford White, the reconstructed building did not follow completely the original Thomas Jefferson design.

Today it does, because of the finely tuned historical sense of this Laureate awardee. In 1976-77, he came out of semi-retirement to direct construction of the restoration exactly on its original lines.

For his effort he has won the 1977 Build America award of the national Associated General Contractors of America — the construction industry's highest honor. The work was not entirely new to him, for his reputation also rests on such restorations as those at Monticello and Mount Vernon.

It becomes especially fitting that the Cultural Laureate Center, dedicated to excellence among Virginians, should present this medallion.

Robert E. Lee

VIRGINIA'S CULTURAL LAUREATE Center is the first in the country. Three more are now being established. Prime movers in the establishment of the Cultural Laureate program have been Allen Turner, an Arlington real estate broker who also established the National Cultural Laureate and Mrs. Walter Rice of Richmond, wife of the former U. S. ambassador to Australia.

The statement of purpose formulated by the Center states: "Excellence occurs when the silversmith designs the Revere Bowl. When the architect produces Monticello. When the engineer fits new products and methods into a graceful

bridge to cross the James. When a political thinker drafts the Declaration of Independence. It is something which crosses every field of human endeavor . . .

"Excellence in America is not new, for it began long before the thirteen colonies formed a United States. Neither is it forgotten for an American can find excellence constantly around him. A country would not have moved this far without excellence; neither can it continue to progress if excellence goes unrecognized . . .

"The Virginia Cultural Laureate Center has established a series of wide-ranging Laureate awards to acknowledge and reward excellence and emphasize pride in the best. . . ."

OTHER LAUREATES honored were:

Virginius Dabney — Journalism, Publishing
Newspapers
Pulitzer Prize Winner
Former Editor, Richmond Times - Dispatch;
Author
Richmond, Virginia

Dr. Theodore F. Adams — Religion
Pastor Emeritus, First Baptist Church
Richmond, Virginia

Dr. Keith R. Crim — Bible
Professor., Virginia Commonwealth
University
Department of Philosophy and
Religious Studies
Richmond, Virginia

Albert L. Philpott — Statesmanship
Member, Virginia House of Delegates
Bassett, Virginia

S. W. Tucker — The Social Sciences
Civil Rights Leader
Lawyer
Richmond, Virginia

E. Claiborne Robins — Commerce
Chairman of the Board, A.H. Robins Co.
Richmond, Virginia

A. E. Dick Howard — Law
Professor of Law, University of Virginia
Author
Charlottesville, Virginia

Henry L. Marsh, III — Public Administration
Mayor, City of Richmond
Lawyer
Richmond, Virginia

Dorothy Garrett — Social Pathology and
Services
Volunteer
Annandale, Virginia

Dr. Ronald E. Carrier — Education
President, James Madison University
Harrisonburg, Virginia

Dr. Helen P. Warriner — Foreign Languages
Instructor, Virginia Commonwealth
University
Richmond, Virginia

Dr. Robert A. MacDonald — Spanish
Professor of Spanish, University of
Richmond
Richmond, Virginia

Evelyn Watkins Jemison — Life Sciences
Associate Professor of Biology,
Department of Life Sciences
Virginia State College
Petersburg, Virginia

Dr. Thomas Carl Barker — Managerial
Services (Medical Sciences)
Professor and Dean, School of Allied
Health Professions
Medical College of Virginia
Virginia Commonwealth University
Richmond, Virginia

Dr. Helmut R. R. Wakeham — Chemical and
Related Technologies
Vice President of Science and Technology
Philip Morris
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Dr. Leroy Smith
Plastic Surgeon, Private Practice
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Theresa Pollak — The Arts, Paintings
Artist
Retired Professor
Virginia Commonwealth University
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Milton Glaser — Interior Design
Interior Designing
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Undine S. Moore — Music
Adjunct Professor Music Theory and
Humanities
Lecturer
Virginia Union University
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Dr. Marguerite Roberts — English and
Anglo-Saxon Literature
Retired Dean and Professor of English
University of Richmond
Richmond, Virginia

Jean Elliot — American Literature in
English (Poetry)
Poet
Alexandria, Virginia

Tom Wolfe — American Literature in
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Author
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Edgar A. Toppin — General History and
Other Areas (Black History)
Professor of History
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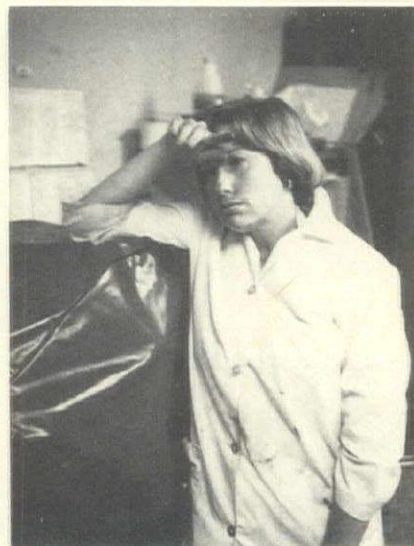
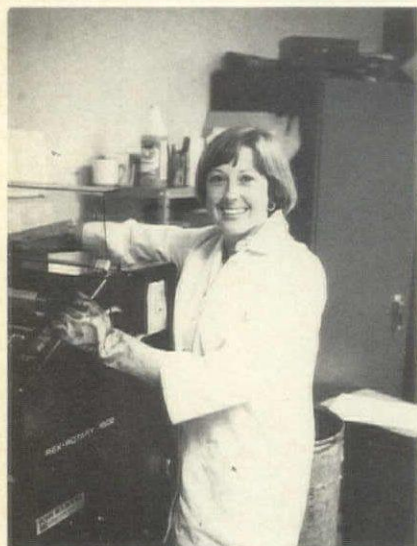
'REX' — THE NEW ROTARY PRESS, IS NEWEST OFFICE RESIDENT

IN AN EFFORT to reduce printing costs and speed production of certain of our easily reproduced publications, the Virginia Branch office has leased a Rex-Rotary press.

Office personnel have been trained on the fine points of operation and, since early September, most of the publications reaching you have been products of the new machine. The machine has the capability of producing reproductions not only of typed and printed materials but line drawings and some appropriate photographs as well.

Each Friday Rex is thoroughly cleaned to assure keeping the works in good order. Clean-up detail fell to Beth Hurst, Office Manager, on the Friday pictured here with results shown. Photographs were made by Bob Gehres, Director of Services.

Within recent months a Scriptomatic addressing machine and card system and a new Pitney Bowes postage machine have greatly speeded up mailing procedures. Some 1500 pieces of mail, including the Construction Report, the Bulletin and the twice monthly "Safety Sam," are prepared and processed each week in the Virginia Branch office.



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NATIONAL AGC MID-YEAR BOARD MEETING

Atlanta, Georgia



Virginia Branch AGC President, John E. Poindexter (Basic Construction Company, Newport News) and Virginia Branch Vice President, Harry G. Lee, (Kjellstrom & Lee, Inc., Richmond) attend Open Shop Committee Meeting.



National Director, R. M. Dunville (Robert M. Dunville & Bros. Inc., Richmond) at Board Meeting. Mr. N. Carl Monroe, National Director (N.C. Monroe Construction Co., Greensboro, N.C. and member of the Virginia Branch AGC) in background.

TEN MEMBERS of Virginia Branch, AGC, attended the National Mid-Year Board Meeting held September 16-20 at the Peachtree Plaza, Atlanta, Ga., for hours of discussions, sharing of ideas and some good fun.

Among important actions taken was the unanimous approval of the appeal for legal action to halt the 10 percent minority business requirement. The many committees, hard at work, reported significant action and plans ahead. Findings are available upon request from the Virginia Branch office. *Constructor* magazine's October issue carried extensive articles on the Mid-Year Board Meeting.

On the fun side were ladies' programs, evening parties, and the Action Auction described elsewhere in the *Record*.

Those attending from Virginia Branch were National Directors R. E. Lee, (R. E. Lee & Son, Charlottesville); A. J. Conner, (A. J. Conner General Contractor, Inc., Roanoke); R. M. Dunville, (R. M. Dunville and Bros, Inc., Richmond); and N. D. Kjellstrom (Kjellstrom and Lee, Inc., Richmond); Officers, President J. E. Poindexter (Basic Construction Co., Newport News) and Vice President H. G. Lee (Kjellstrom and Lee, Inc.); and Committeemen J. W. Creech (J. W. Creech, Inc., Norfolk); L. G. Conner (Aaron J. Conner General Contractor, Inc.) and S. H. Shrum (retired); with Executive Director J. F. Duckhardt.



National Director, N. David Kjellstrom (Kjellstrom & Lee, Inc., Richmond) at Board Meeting.



National Director Aaron J. Conner and Larry Conner (Aaron J. Conner, General Contractor, Roanoke) attend Crime Prevention Committee Meeting.



Executive Director of the Virginia Branch AGC, James F. Duckhardt, attends Building Division Meeting.



National Director, R. E. (Bobby) Lee, (R. E. Lee & Son, Inc., Charlottesville) attends Building Division Meeting.

'ACTION AUCTION' Netted Funds for AGC Education and Research

Suppose you had read:

"THE HAMBONE IS CONNECTED WITH YOUR PURSESTRINGS and if you loosen them up a little, you can throw a large party or send a mouthwatering Smithfield ham to four of your closest friends . . . Loosen up those pursestrings and ham it up a little."

Either those winning words, penned by Jim Duckhardt for the auction catalog, or the thought of those hams won over Marvin F. Borgelt of B-Tu-Mix Co., Inver Grove, Minnesota, who paid \$550 to the fund and claimed our hams at this special feature held in conjunction with the AGC Mid-Year Board Meeting, September 16-20 in Atlanta.

This year's auction and French cuisine dinner were attended by Virginia Branch's Aaron and Lila Conner, Larry and Ida Jane Conner,

Bobby and Ginny Lee, Bob and Dot Dunville and Jim and Nickie Duckhardt.

Donations for the auction come from across the country and can vary from fine jewelry and art objects to sporting goods to vacation trips or a pool to be built in your yard. Food items and tickets for musical or sporting events are always popular. This year's auction netted a total of \$83,000 for the fund.

The actual auctioning is done by a professional who has mastered the chant, assisted by spotters. This year,



fans were provided to be raised to attract attention of the spotters by a potential bidder. Those who remained throughout the evenings were eligible for the drawing for a natural blue Norwegian fox stole.

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Fall meetings of Virginia Branch's Districts have brought out a large portion of our membership for news of the AGC and sharing of good food, ideas and fun.

Tidewater met at the Aberdeen Barn, Virginia Beach on September 6 to hear William H. King, Jr., attorney, of the firm of McGuire, Woods and Battle, Richmond for news on legislative matters of concern to contractors.

Northern Virginia heard Eugene Ellison, Construction Safety Representative of the Virginia Department of Labor speak on enforcement of OSHA regulations at their meeting at the Holiday Inn, Tysons Corner, September 15.

Twenty-six members of **Valley District** turned out to learn "How to Improve Relationships Between Bankers and Contractors" from banker O. Walton Wine, Valley National Bank, Harrisonburg, on Sept. 22 at the General Wayne Motor Inn, Waynesboro.

Golf occupied a portion of the day for **Southside** members on Sept. 29 at their outing held at Forest Park Country Club, Martinsville. Member Randy Patterson, Bond Manager, Brown-

Arris-Langhorne, Inc. spoke on contractor bonds.

Central District met October 13 to elect their 1978 district officers and Randy Patterson again gave a historical look at contractor bonding to the group gathered in Newport News.

Congressman Paul Trible attended the October 17 meeting of **Peninsula District**. He briefed members of his observations at Congress and spoke concerning important issues being considered.

At the September 22 meeting of **Richmond District**, President Harry Barker shared the head table with the local leaders of the Consulting Engineers Council, Virginia Society of Professional Engineers, Construction Specifications Institute, American Institute of Architects and Virginia Society of Mechanical Engineers. The groups met at the Jefferson Hotel for their annual joint legislative meeting.

The recently renovated Hotel Patrick Henry was the site of the September 29 meeting of **Roanoke District**. District President Q. M. Tomlinson presided and State President John Poindexter joined the local members in listening to State Senator Marshall Coleman and Lt. Governor John Dalton.

RICHMOND DISTRICT



Delegate Ralph Axselle addresses the 200-plus attendees at the joint legislative meeting of the Richmond District AGC, VSPE, CEC, CSI, AIA and VSME.



State Senator Bill Parkerson makes his remarks to the Richmond District Joint Legislative Meeting.

ROANOKE DISTRICT



State Senator Marshall Coleman talks with Richmond District President Tommy Tomlinson before speaking to area contractors.



Lt. Governor John Dalton emphasizes a point at the Roanoke District AGC meeting.

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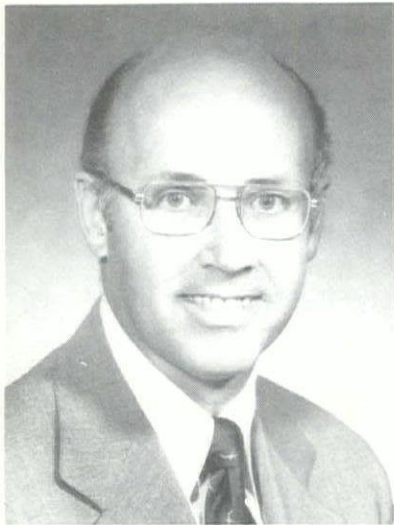
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**BRUCE E. DAVIS
TO SPEAK ON
CONTRACT LAW
AT CONVENTION**

Bruce E. Davis, currently Commercial Counsel and Assistant Secretary of the Bethlehem Steel Corporation, Bethlehem, Pa., will address the Virginia Branch convention in January concerning Contract Law. His speech is entitled "Products Liability — A Matter of Growing Concern to the General Contractor / Subcontractor."

Davis brings a wealth of experience from three and a half years as an Attorney with the United States Government in Washington, D.C. and two years with the Chicago firm of Chadwell, Keck, Layser, Ruggles & McLaren. He spent a year as Law Professor of the John Marshall Law School, Evening Division and has been with Bethlehem Steel for fourteen years.

In addition, Davis serves as Editor in Chief for the American Bar Association publication *Law Notes*, he is a member of Northampton County Area Community College Foundation, serves as secretary-treasurer for the Hellertown-Lower Saucon School Authority, as vice president of the Lehigh Valley Association for Retarded Children and still finds time to serve as secretary-treasurer of the Pennsylvania Golf Association and secretary of the Saucon Valley Country Club.

AGC CONVENTION

January 22-24, 1978

The H

Sunday, January 22, 1978

10:00 AM - 12:00 Noon
12:00 Noon - 5:00 PM
5:30 PM - 7:00 PM

9:30 PM - 12:00 PM

BOARD MEETING Georgian Room
REGISTRATION Dominion Room
ASSOCIATE DIVISION COCKTAILS . . . Crystal Room
GET-ACQUAINTED PARTY . . . Commonwealth Room

Entertainment and Dancing
"The Commanders" of VMI

Monday, January 23, 1978

7:00 AM - 3:00 PM
8:30 AM - 9:45 AM

REGISTRATION Dominion Room
KICK-OFF BREAKFAST . Commonwealth Room

"The Funny Side of the Street"
Speaker: **Joe Griffith** - Humorist

10:00 AM - 11:00 AM
10:00 AM - 11:00 AM

GENERAL MEMBERSHIP MEETING . . Theater
ASSOCIATE DIVISION MEETING . . . Georgian Room

10:00 AM - 11:30 AM

LADIES' TOUR Grist Mill Square
Mill Tour, coffee and champagne.

11:00 AM - 11:30 AM

NATIONAL AGC REPORT Theater
Speaker: **S. Peter Volpe**, President
National AGC

11:30 AM - 12:00 Noon

NUCLEAR PLANT CONSTRUCTION . . Theater
Speaker: **E. U. Morin**, Vice President
Newport News Industrial Corp.

12:30 PM - 2:00 PM

MIXED LUNCHEON Commonwealth Room
Speaker: **James Wheat**, Chairman of the Board
Wheat First Securities, Inc.

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Hot Springs, Virginia

2:00 PM - 3:00 PM

UTILITY CONSTRUCTION

MEETING Virginia Room

Speakers: **Paul Howard**, Vice President

National AGC

Col. Newman A. Howard, Jr.

Corps of Engineers, U.S. Army

2:00 PM - 4:00 PM

COMMITTEE MEETINGS Alleghany and
Cascade Rooms

2:00 PM - 4:00 PM

CARD PARTY Tower Lounge

9:00 PM - 12:00 Midnight

IRISH COFFEE PARTY Crystal Room

Entertainment and dancing

Tuesday, January 24, 1978

8:00 AM - 3:00 PM

REGISTRATION Dominion Room

9:00 AM - 11:30 AM

FAMILY-OWNED BUSINESS . . . Empire Room

Speaker: **Frank Butrick**, Managing Director

Independent Business Institute

Ladies invited.

11:30 AM - 12:30 PM

LEGAL AID FOR CONTRACTORS Empire
Room

Speaker: **Bruce Davis**, Commercial Counsel

and Assistant Secretary

Bethlehem Steel Corp.

2:00 PM - 4:00 PM

COMMITTEE MEETINGS Virginia Room
Alleghany Room
Cascade Room

6:00 PM - 7:00 PM

PRESIDENT'S RECEPTION Crystal Room

7:00 PM - 9:30 PM

BANQUET

9:30 PM - 1:00 AM

CONCERT AND DANCING Commonwealth
"Kings of Swing" Room

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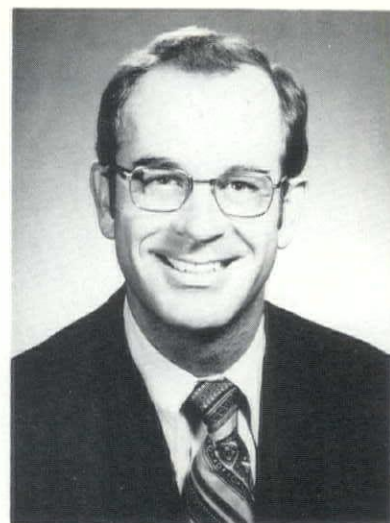
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KICK-OFF BREAKFAST WILL FEATURE HUMOR OF JOE GRIFFITH

Featured event at the Kick-Off Breakfast, Monday, January 23rd, will be the humorous ramblings of Joe Griffith.

Mr. Griffith comes to us highly recommended for his clean humor which regularly entertains audiences from coast to coast.

In addition to appearances as a humorous after-dinner speaker, the Dallasite is an actor who has appeared in more than 100 TV commercials for companies such as Atlantic Richfield, Gulf Oil, Dayton Tire and McDonalds.

He has also acted with such personalities as Peter Graves, Sal Mineo and Jack Nicklaus.

Joe is a graduate of East Texas State University and the New York Institute of Finance. He's also active in Big Brothers of America. His background as a stockbroker, pilot, night club entertainer and television newscaster amplifies the field from which he can draw to point up human foibles.

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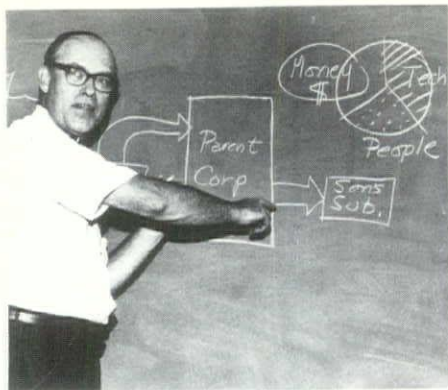
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Frank Butrick, featured speaker at forthcoming convention, diagrams fine points of a speech on family-owned business.

FRANK BUTRICK TO SPEAK ON INDEPENDENT BUSINESS

One of the special highlights of the convention will be the appearance of Frank Butrick on Tuesday, January 24th at 9:00 a.m.

Unlike most speakers who appear before business conventions, Frank Butrick is also a businessman. He is managing director of the Independent Business Institute of Akron, Ohio, a consulting and publishing firm, and president of Butrick Manufacturing Company, which produces tools and machine accessories for the metalworking industry.

Butrick Manufacturing was set up specifically to interest Mr. Butrick's son in business, to create a business which father and son could share, and to simplify Mr. Butrick's own estate planning.

An active writer for nearly 30 years, Mr. Butrick is the author of two business books, a number of cassette series, and many hundreds of magazine articles. He is now working on the first volume in a series on the family-owned business. Mr. Butrick has taught small-business management at the university level and has conducted scores of seminars for fathers and sons in the family-owned business. He has a knack of presenting a complex subject in a straightforward way, from the practical standpoint, and laced with humor which his audiences enjoy.

How to Show Your Son The Excitement of Business

By Frank M. Butrick

As a child, a boy learns the sometimes subtle difference between work and play: work is what you have to do, while play is what you want to do. And he learns that both words (and the different reactions they connote) can spring from the same activity. What can be more fun for a child than to take a hose to "wash" daddy's car? Yet if you insist that he do it, you take all the fun out of it and it becomes work. So at a very early age children learn that there is a great deal of overlap between work and play — the difference is in the motive and inclination, not in what is being done.

As men, and business owner/managers, we continue to apply this motivational distinction between work and play (although we do not call it "play" any more — we dignify our play by calling it work, thus using one word to mean two totally different things — and thereby sometimes confusing even ourselves). To start our own businesses, we leave safe jobs, demanding only 30 to 40 or so hours of each week because we consider them "work." Then we actually work twice as hard for 60 to 70 hours or more every week — and while we call it work, we would not consider giving up and going back to "work" for somebody else.

Why are we willing to drive ourselves so much harder than we would let another drive us? What is so much different between our job working for ourselves, and the job we once had working for other people? The answer is simple: when we work for ourselves, we do so because we want to; nobody forces us. When we work for somebody else, we do so because we must — and we do what we are told. Our own wishes and desires are secondary, if applicable at all. Like the little boy with the garden hose, the entrepreneur works because he works for himself, doing what he wants to do because he wants to do it.

But when many owner/managers of contracting firms look to their sons, they are puzzled because they expect

enthusiasm and find indifference — the son wants to work normal hours, expend a normal amount of energy, show only normal interest and conscientiousness, learn at a normal speed, and shut off the entire subject at five o'clock. Such a father looks at his son, works himself even harder, and bewails his fate — that he should have a son who is not like himself; a son who just has no "get up and go." Probably most fathers feel this way at times, because very few sons have the entrepreneurial drive of their fathers (which is just as well — those who do, usually leave the business). The problem is that even the most interested sons seldom match their father's energy or interest or output. Why is this? And can a father do anything about it?

The answer to the first question is so simple that most people in a family business overlook it: the father works so hard because he works for himself; father works for father. And the son works like an employee because he is; the son also works for father.

As to what can be done about it, this is substantially more difficult to answer because it depends upon the plans, aspirations, and personality of the father; the age and ambitions of the son; their personal relationship, and even the size and organization of the business. But briefly, there are three steps involved in developing a son who is as fascinated by your business as you are:

FIRST, start AT AN EARLY AGE (12 or 14) to show him the "behind the scenes" planning, decision making, and risk-taking involved in running a business.

SECOND, show him, AT AN EARLY AGE, the fun of problem solving and challenge accepting (particularly as regards customer services). Both of these should be well-established by graduation from high school — before the break imposed by college.

Mrs. Butrick is his active partner in all their ventures, so his talks reflect his personal family-business experience as well as those of his clients.

Time will be allowed for questions and answers when Mr. Butrick will offer suggestions concerning particular problems.

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THIRD, and at a **RELATIVELY EARLY AGE** (mid-twenties) begin to move him toward areas where he can find and solve problems, accept challenges thrown by customers, do his own planning, make his own decisions, take his own risks, and make his own mistakes. In short, let him learn presiding in a small field. Countless sons so developed have, by their 30th birthday, doubled their father's businesses — because their fathers nurtured the sons' enthusiasm, helped them find the self-confidence that follows competence, and then turned them loose and let them put it all together and to work.

CASE HISTORY #1

A wood-truss distributor began taking his son with him on occasional summer sales trips when his boy was 13. This is an impressionable age; listening to men talking business, getting into construction sites, and visiting an occasional large dealer, predictably captured his imagination. As they drove between calls, his father explained how the trusses were used, designed and made, why architects and builders specified them, the importance of his own role, and how he had built his line. By 15 his son had met his father's principals and visited their plants. At 16 his father asked him to study the field of prehung doors, analyze the brands, and help his father to make a pitch for the make they selected. By college age, the son was selling summers; today he is his father's fullfledged partner.

CASE HISTORY #2

This father owned a successful custom-home contracting firm — but had dreams of a bigger future. He and his son discussed these dreams until the son adopted them as his own. The boy had a strong preference for larger buildings and gradually their planning altered to capitalize upon this. After high school and four years at a good

(Continued on page 18)

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Could Your Daughter be the Next President of Your Business?

By Frank M. Butrick

§ The ladies have always been at home in the privately-owned business. Beyond those who work in the office, there is always the occasional wife or daughter who is a toolmaker or truck driver — or winds up running a stamping plant or a packing firm. So if your daughter wants to run your business some day, will take the time to prepare herself for the task, and is willing to accept the long hours, hard work, and responsibility involved — then why not? Really the key question is does your daughter really WANT to run the business — enough to accept the impact of that decision on her life — and if so, for HOW LONG will she want to run it? There is a great deal of noise about sex discrimination, but what it really boils down to is this:

A woman's place is in the home - IF that is where she WANTS to be. If she WANTS to be in a business, then that is her place. Of course, if your daughter marries and becomes a mother, her

children and her work interfere with each other. But still, the inconvenience of a few pregnancies does not preclude a woman working in a company, nor should it prevent her heading it up. Between nursemaids and nursery schools and day-help, she can work full-time, virtually the same as a man.

Ironically, only her husband can prevent her being a candidate for your successor; if she marries a career executive with a large firm, or a military officer, and he is transferred to another location, she will go with him. So look to your son-in-law; if he will stay put, your daughter could be your successor. The only real difference between an ambitious, interested daughter and an ambitious interested son is that you and she will probably get along together better.

So if your daughter wants into your business, hold the door wide open.

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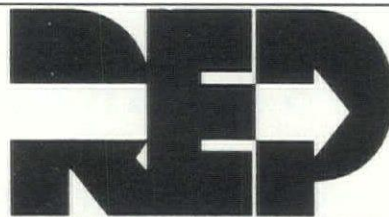
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Son . . . (From page 16)

college, the son returned to provide the engineering sophistication necessary for going after large commercial jobs. Father and son shared a single dream — and worked together to make it come true.

OBSERVATION: These fathers knew how to share their enthusiasms with their sons, not by making a big deal of it, but by letting it develop naturally. But notice — in every case, they started when their son was young — very young. If you wait until your son is out of college, it is too late — he feels he has outgrown any early unquestioning acceptance of your dream and wants to serve his own. He is now a man of the world, and will calculate his prospects inside vs. outside your business. Deciding to stick around and watch over his inheritance may keep him with you — but it is hardly a matching of his enthusiasm with your own.

CASE HISTORY #3

This father owned a very successful construction firm, and his son was involved from an early age. During his college years he was exposed to the newest and best ideas in architectural design, construction engineering, marketing, and business administration. But after rejoining the firm, his father adamantly refused to consider new ideas and the frictions between them gradually increased. As the father became more obstinate, the son sought to increase his professionalism, spending days at seminars, with sophisticated architects, and talking with progressive competitors. Then one day, without warning, his father announced that he had sold the business and had already invested the proceeds in Florida condominiums. Suddenly the son discovered he had become a professional — with no place to practice what he had spent his entire life developing.

OBSERVATION: What is there to say?

COMMENTS:

Your business is a very vital part of your life; it becomes you and a very large part of you is invested in it. Call it enthusiasm if you will — that is as good a name as any other. But if your son is to pick up that spark that makes you and the business inseparable, then you must invite him in, to share your business, your dreams, problems, and decisions — your life.

Take time for him during these all-important, boy-becoming-man years. Share with him the joy and challenge of running the business. Menial, start-at-the-bottom work is not enough.

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AGC TRUCKS ASSIST JAYCEES IN SUCCESSFUL PAPER DRIVE

ROANOKE JAYCEES, assisted by some 14 trucks provided by AGC members in the area, again made a success of their August paper drive. Stan Breakell of Watts and Breakell, Inc. stepped into the position of General Chairman for the drive and organized the fleet of trucks and collection points to cover a population of 200,000 in a matter of eight hours. Each street in Roanoke was covered by one of the trucks. A total of some 100,000 pounds of paper was collected on this second drive of the year by the Jaycees.

Plans call for four such drives a year. Committee members project that, with efficient collection done promptly on the day specified, residents will come to depend on the Jaycee collections and even more drives can be held profitably.

For the Roanoke Jaycees the paper drives are a main source of income for



Part of a fleet of AGC member trucks line up at start of 8-hour collection day.



Jaycees assist in loading paper collected throughout Roanoke in August drive.

funding their civic and charitable events. Mr. Breakell stated that a successful paper drive benefits the Jaycees, not only monetarily, but by allowing the members and organization to reach out and work with each resident of the valley on a project which is beneficial to all, in both civic and ecological terms. The net result is improved conservation awareness on the part of local citizens and improved communications and recognition of the Jaycees and all those who assist in working for the betterment of the community.

In the previous drive, the 14 required trucks were provided by 11 AGC member firms. In several cases the companies also paid employees to drive the trucks for the day.

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Main entrance photo shows beautiful wooded setting of the new Powell Valley School.

MEETING TODAY'S needs while still planning for future changes in education approaches or growing population always mean problems for designers and builders of schools. The solution implemented here features modular interiors.

Completed in January 1977, the Powell Valley Primary School was built to meet the changing needs of Big Stone Gap. Its warehouse-type construction was designed to house an educational system with a high degree of changeability and flexibility. The Hauserman Educational "Intrasystem" met these criteria. Careful planning and coordination of the interior system with the shell of the building and life comfort systems was necessary to create a functioning, variable space interior.

Included in this 75,000 square foot structure are the administration complex, multi-purpose room, kitchen complex, media center, and six classroom pods. Powell Valley accommodates kindergarten through fifth grade with a current enrollment of 1,000 students.

When designing a school system, four phases of change which might affect the school are considered. These unpredictable periods are the key to the desirability of the "intrasystem."

First, during the *pre-move phase*, the period following design and during

construction, the enrollment and teaching needs can change. The ability to move the interior elements to suit the current need prevents immediate obsolescence of the structure.

Next, the *shakedown phase* is considered. During this time, the individual occupying the space may alter it to make it personally efficient. For example, here the librarian expressed



Media center is part of the library which was completely rearranged to meet specifications of the librarian in just eight hours time.

discontent with the original layout. Within eight hours the complete interior system of the media center was rearranged to her personal requirements and standards of efficiency. This was all done with no additional cost to the owner. This type of "shakedown" change occurred in other areas of the building with the same positive effect.

The next phase is the *prime occupancy phase*. This is the time in which the school is operating at its optimum. During this period, unit to unit flexibility is realized by the ability to change components between classrooms and, if the School Board has used this system in other school, between schools. An example of a need for this might be an increase in a particular age level requiring major

space change. Physical alterations can easily be accomplished with minimal or no capital outlay.

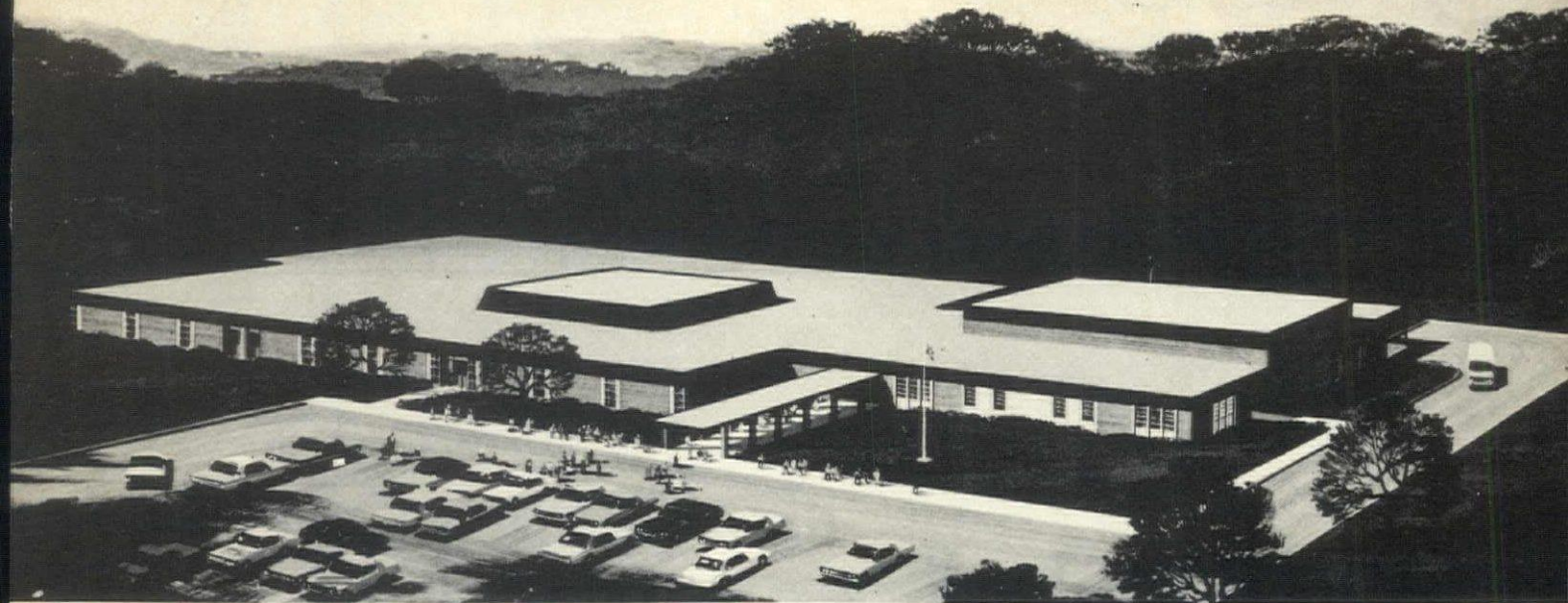
The last phase is the *aged occupancy phase*. Here the building is no longer needed as a school; the interior can be changed again to meet the needs of a business, industry or other institution.

Each classroom pod contains six classrooms. A core is located between each set of two pods, and contains restrooms and teacher work and conference rooms. Demountable full height partitions, portable glide screens, and folding screens separate classrooms within the pod. Fixed casework, which was furnished as part of the "intrasystem," is located around the core areas. Slotted wall standards are attached to masonry walls four feet on center around the perimeter of the classroom. The wall standards were used for attachment of chalkboards, tackboards, cabinets and folding screens.

In the media center, the bookshelving on the outside perimeter of the masonry



Modular units are quickly moved to suit needs of personnel and students.



wall is hung on slotted wall standards with height adjustment one inch on center. An advantage of this "intraspace" shelving is that it can be moved from one area to another while fully loaded. The free standing floor shelving is mounted on a lockable caster base, which allows ease of relocation. The ceiling baffles were hung to help control sound and light reflection. The color of these also adds to the aesthetic quality of the room. Such components as charging desks, card catalogs, study carrels, display racks and audio visual storage units for cassette and film strips add to the convenience and organization of this "intrasystem." Work and reading areas are separated from the rest of the media center by 66 inch high glide screens which can be used as projection surfaces. Also, suspended from them are chalkboards, tackboards and casework.

The building was designed so that

each classroom has one power column. The power column is equipped with two duplex receptacles. The engineer designed the layout of the junction boxes in the ceiling plenum so that each junction box is in reach of a power column. This was accomplished by the use of a flexible greenfield with a quick disconnect device wired to the end. The greenfield has a total length of twelve feet, allowing connection between the power column and the junction box at any desirable location. This eliminates the need for floor receptacles and adds to the flexibility of the "intrasystem."

"Intrasystem" is designed so that space may be closed or open or a combination thereof and then varied by school personnel to react to current environmental needs. Workshops were held by Hauserman and Roanoke Engineering Sales Company upon completion of construction to inform teaching and maintenance personnel so

that changes could be made quickly and efficiently.

Richard E. Phillippi, Inc., Bristol, Tennessee was general contractor for the project.

Subcontractors & Suppliers

Structural Steel Co., Inc., Roanoke, steel; Tauscher Roof Deck Co., Bristol, TN, steel roof deck; Industrial Roofing & Decking Corp., Bristol, VA, roofing; Holston Glass Co., Inc., Kingsport, TN, glazing; Tilley Paint Co., Pulaski, painting; Bonitz Insulation Co. Carolina-Tennessee, Inc., Asheville, N. C., acoustical; A. E. Harless, Big Stone Gap, plaster; East Tennessee Tile & Marble, Inc., Johnson City, TN, ceramic tile; Arc Tile Co., Johnson City, TN, resilient tile; Harman Electrical Co., Norton, electrical work; and Daniels Plumbing & Heating, Inc., Norton, plumbing fixtures, plumbing, air conditioning, heating & ventilating.



Group work space, left photo, has been designed to meet the particular needs of students who will use it. At right is an intraspace classroom in action.

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A DINING HALL constructed in 1909 and a gymnasium built in 1910 comprised the basic foundation for the contemporary \$1 million student center recently completed on the Roanoke College campus in Salem, Virginia.

Built by the Q. M. Tomlinson, Inc. Company of Roanoke, the student center is a blend of 12,000 square feet of renovated space and 16,000 square feet of additional space.

Dr. John A. Morehead, foresighted president of the college from 1903 to 1920 encouraged a comprehensive building program because he believed it was necessary in order to attract prospective students trained in high schools where the buildings and equipment were much more up-to-date.

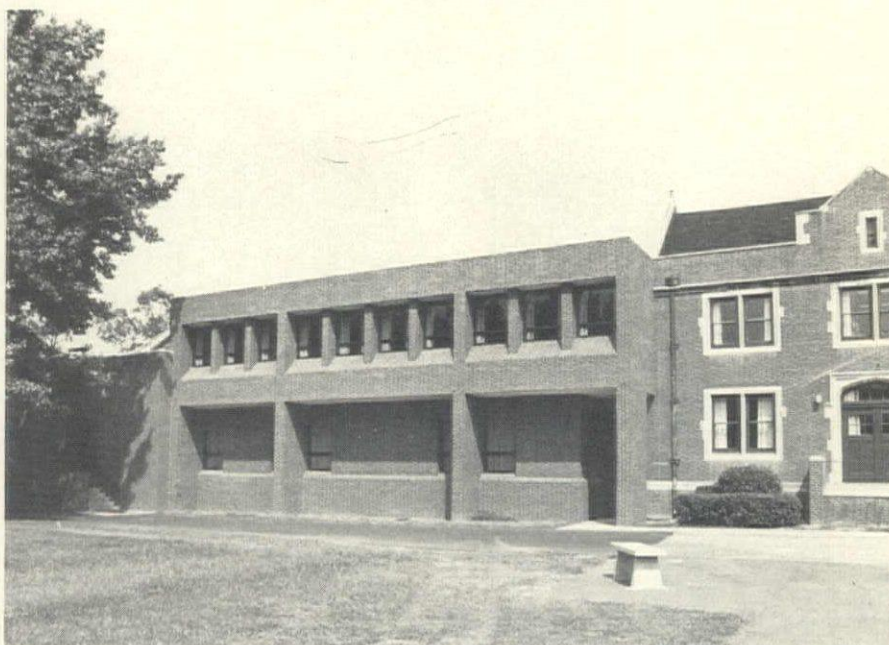
Plans were drawn up by Fred A. Rommel, a Philadelphia architect, for the dining hall, or commons as it came to be known. The Building Committee authorized the building to be erected from rough red brick laid in Flemish bond with Indiana limestone trim. The cost was not to exceed \$20,000.

Upon seeing the commons take form, the Board of Trustees proceeded with plans for a gymnasium. Again Mr. Rommel served as architect and the King Lumber Company of Charlottesville, won the contract with a low bid of \$43,900. Construction began

Q. M. TOMLINSON, INC. presents . . . **STUDENT UNION BUILDING**

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April 1, 1910. The building was ready for occupancy in the fall of 1910 complete with \$1,500 worth of equipment.

These gothic style structures served the college well, and in 1930, when a new gymnasium was constructed, the

former gymnasium was transformed into a laboratory theater. According to the fifth president of Roanoke College, Charles J. Smith, "Feeling the need for a suitable place for theatricals, the student body has contributed the funds to prepare the old gymnasium for amateur dramatic productions. Several students have done the necessary carpentering, scene painting and electrical work with considerable skill."

Thus the old gymnasium/lab theater, the commons and a connecting wing served the campus for nearly seventy years. With this in mind plans were drawn up for the renovation and expansion. Care was taken to preserve the original maple flooring in the old gymnasium, now the banquet hall/ballroom. The large high windows in this room were left in their original state. The ceiling was lowered for balance.

In addition to the banquet hall, the main floor of the structure now houses a lobby, comfortable, airy student lounge, carpeted dining and cafeteria facilities. The cafeteria incorporates the scramble system of food service utilizing food



(Continued on page 26)

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The new Sanctuary, with a 136 foot high steeple and balcony cantilevered contains 13,000 square feet of space with a seating capacity of 750. The design is Colonial with 23 foot arched plaster ceilings, suspended wood beams and extensive use of millwork throughout.

The two-story classroom and office section contains 19,000 square feet and is subdivided into 39 separate rooms, one of which is the youth activities room which has an exterior balcony.

Other structural details of the brick, air conditioned facility include: asphalt shingle roof; wood double hung windows; and interior walls of sheet rock and plaster.



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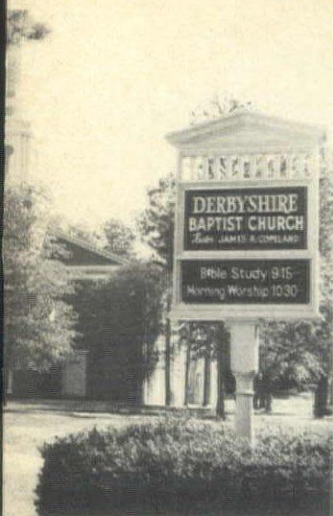
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Andrews & Parrish Company of Ashland was general contractor and handled excavating, concrete work and carpentry.

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Student Union

(From page 23)

islands to minimize the wait for food service.

The ground floor holds the post office with individual post office boxes and complete postal service, a 3,140 square foot bookstore, game room, lockers for day students, and the Cavern — the 4,100 square-foot college snack bar.

On the upper level are the conference room, 925 square feet, an informal meeting lounge, offices for student publications, a mini student office, and the Director of Student Activities office.

Funding for this building was provided by alumni and friends of Roanoke College through the New Priorities Campaign in addition to a \$100,000 challenge grant from the Kresge Foundation.

Construction time was eighteen months and occupancy was September, 1977. Architects were Kinsey, Shane, and Associates of Salem. The general contractor, Q. M. Tomlinson, Inc., also handled foundations and carpentry.

Subcontractors & Suppliers
(Roanoke firms unless noted)

Joe Bandy & Son, Inc., excavating;
Valley Steel Corp., Salem, reinforcing

steel; Concrete Ready-Mixed Corp., concrete; Charlton & Davis, Salem, masonry; Structural Steel Co., Inc., structural steel, steel joists & steel roof deck; Architectural Concrete Products, Daleville, precast concrete; Valley Roofing Corp., roofing; PPG Industries, Inc., metal windows, glazing & veneer panels; L. R. Brown, Sr., Paint Co., painting & caulking; and, Hesse & Hurt, Inc., plastic wall finish.

Others were: Marsteller Corp., seamless floors, waterproof membrane; Swartz & Co., Inc., walk-in freezer; John H. Hampshire, Inc., insulation, acoustical, plaster & resilient tile; Feather Tile Co., ceramic tile; John N. Yauger & Co., Binkley wall systems; Roanoke Engineering Sales Co., metal doors & frames; South Roanoke Lumber Co., millwork; Cates Building Specialties, Inc., steel doors; Varney Electric Co., Inc., lighting fixtures & electrical work; Owen Plumbing & Heating, Inc., Salem, plumbing, air conditioning, heating & ventilating; Mahone, Inc., dumbwaiter; Dover Elevator Co., installation of dumbwaiter; Skyline Paint & Hardware, Inc., hardware supplier & toilet accessories; and, S. R. Draper Co., paving.

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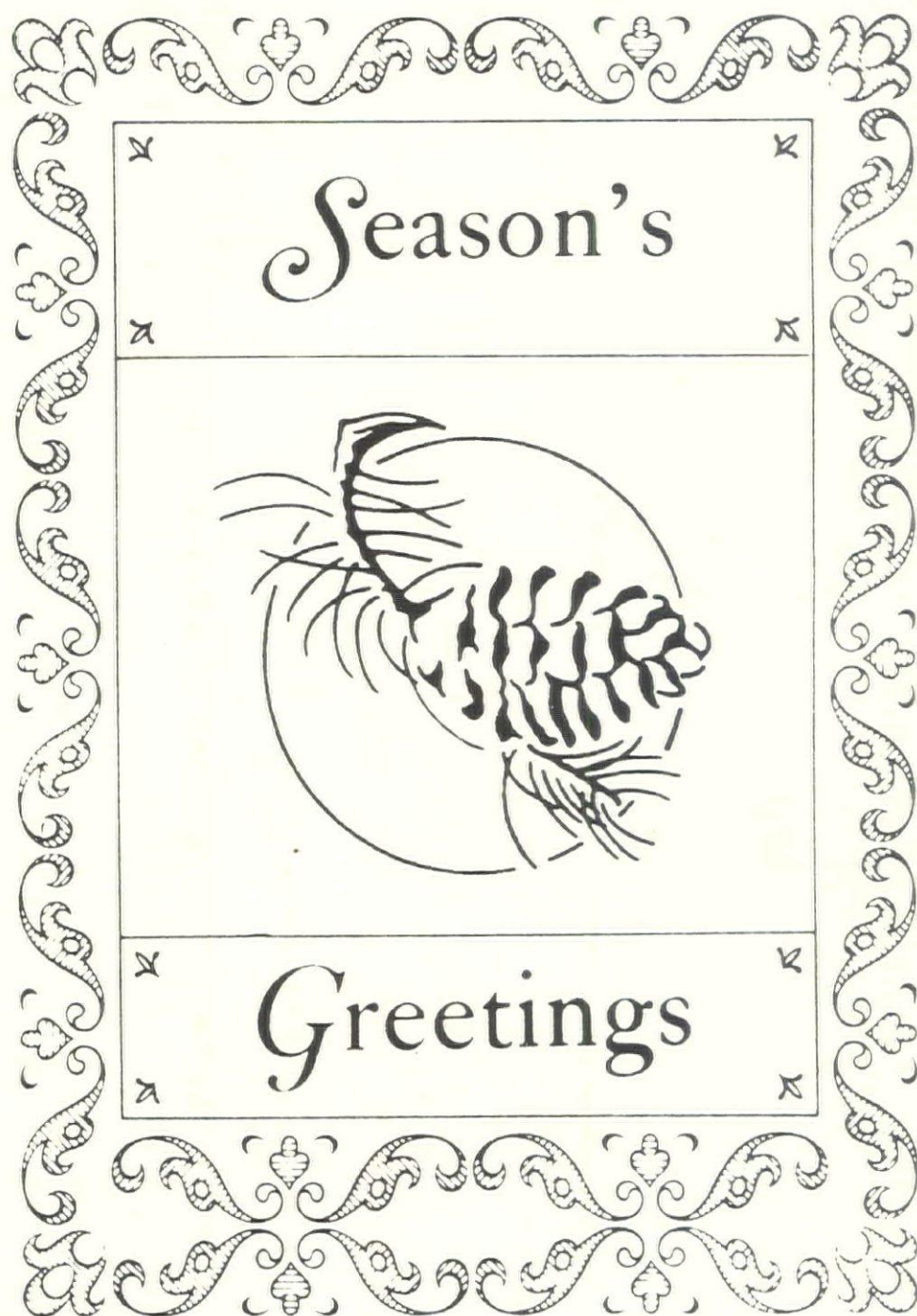
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