

NEWS BULLETIN

AN ASSOCIATION OF INDIVIDUALS



OF THE MOLES

ENGAGED IN HEAVY CONSTRUCTION

HOLING

THROUGH

JULY 1985

ANNUAL BUSINESS MEETING



Retiring President, CHARLES E. MERGENTIME, Receives the traditional Past Presidents' Citation from the 1985/86 President of the Moles, ROBERT S. GATES.

TWO HUNDRED TWENTY-FIVE Mole members were present for the Forty-Seventh Annual Business Meeting & Dinner held on May 1st which included sixteen of the twenty new members. After the traditional cocktail hour and a superb dinner, retiring President, Charles E. Mergentime called the meeting to order. After greeting the members for the last time as President of the Moles, he expressed regrets which had been received from members who could not be present; called a "moment of silence" for those members who passed away since the last Annual Business Meeting; and introduced the new members elected April 2nd. (Photos appear on pages 4 and 5 of those who were present together with brief bios on all twenty.)

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CLAMBAKE

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**TUESDAY
AUGUST 6, 1985**

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TRAVERS ISLAND
PELHAM, N. Y.

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REGISTRATION
11 A.M. to 6 P.M.

LUNCH
11:30 A.M. to 2 P.M.

WHEEL OF FORTUNE
DRAWINGS
2:30 and 4:30 P.M.

OUTDOOR GAMES
1 P.M. to 5 P.M.

SWIMMING and TENNIS
ALL DAY

DINNER
SERVED PROMPTLY AT 6:30 P.M.

PRIZE AWARDS
AFTER DINNER

ANNUAL MEETING

(Continued from Page 1)

After receiving the reports of the Treasurer; Secretary; and the several committee chairmen; President Mergentime introduced the new Officers and Trustees for the coming year. Starting with the Trustees, he introduced Edmund M. Burke, Partner in the firm of Mueser Rutledge Consulting Engineers; Eugene F. Casey, New York District Manager, Mason & Hanger-Silas Mason Company, Inc.; R. Nelson Crews, President, Raymond International Inc.; Thomas C. Knowles, Senior Vice President, The Conduit & Foundation Corporation; Jack T. Walle, Consultant, Thomas Crimmins Contracting Company; and Herbert Wasserman, Executive Vice President, Slattery Associates, Inc. (all elected to serve a three year term) He Continued with the introduction of the Officers as follows: Jack J. Burke, Gardner Denver Company, Sergeant-at-Arms; Charles W. Edgar, Consultant, Secretary; James C. Armitage, Armitage & Company, Treasurer; Irving R. Huie, Perini Corporation, Second Vice-President; S. S. (Steve) Greenfield, Parsons Brinckerhoff, Inc., First Vice-President and Robert S. Gates, Gates Construction Corp., President. As the retiring President announced the new President, he turned the gavel, symbol of Office, over to President Gates. One of President Gates first duties of the evening was to present the retiring President with the traditional Past Presidents' pin and citation. As this was done, the retiring President responded, *"Thank you Bob! This past year has been both rewarding and pleasurable for me and I want to thank all of you for your confidence and for your support in selecting me to serve in the Office. I have been a member of The Moles since 1967 and I must tell you that this organization holds great significance for me. It is a source of both lighthearted good times and serious business discussions. I think the strength of our organization is that The Moles has been steadfastly true to its original charter. It promotes good fellowship and the exchange of information among individuals in the heavy construction industry. It stands for the advancement of the art of heavy construction and the elevation of construction standards and ethics. And — it recognizes and awards outstanding performance in our field."*

"I am pleased we have been guided solely by those purposes, and not let our group be politicized, or diluted by other

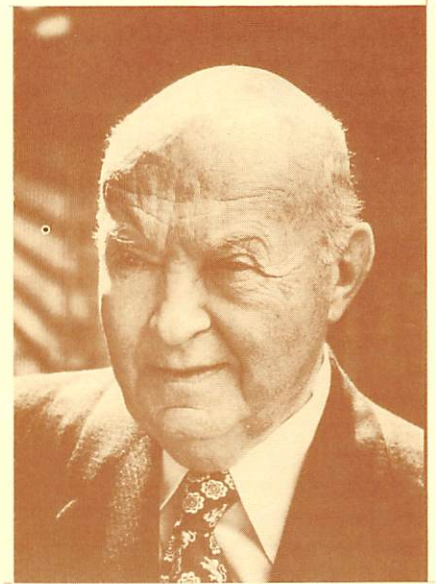
PRESIDENT APPOINTS COMMITTEES for 1985/86

President, ROBERT S. GATES has announced the appointment of the following members to the five standing committees for the ensuing year. They are:

Membership Committee - Robert G. Lenz (Moretrench American Corp.) Chairman; Joseph J. Diehl (Mergentime Corp.) Vice Chairman; Charles M. Aiken (Raymond International Builders, Inc.) Warren H. Anderson (Mueser Rutledge Consulting Engineers) Claes G. Bjork (Skanska USA) Albert J. Maiorano (Walsh Construction Company) Bernard P. Monahan (William L. Crow Construction Co.) Gerard A. Neumann, Jr. (Spearin, Preston & Burrows, Inc.) John A. Rupich (Gates Construction Corp.) George B. Searle (IA Construction Corp.) — Program Committee - Roger J. Ludlam (S. J. Groves & Sons Co.) Chairman; Frank Gregory (Warren George Inc.) Vice Chairman; William L. Acker, III (Acker Drill Co., Inc.) Morris Blitstein (Slattery Associates Inc.) V. B. DiGiorgio (Urban Foundation Co., Inc.) John F. Donohoe (Moretrench American Corp.) John J. Dougherty, Jr. (Dougherty Foundation Products Inc.) A. J. (Jack) Ely (MacLean Grove & Company Inc.) Robert C. Koch (Yonkers Contracting Company Inc.) John L. Kolaya (Thomas Crimmins Contracting Company) Donald S. Miner (Mergentime Corp.) — Finance Committee - Carl E. Buckley (Buckley, Treacy, Schafel, Mackey & Abbate) Chairman; G. W. (Bill) Gilfillan (Morrison-Knudsen Company Inc.) James L. Lammie (Parsons Brinckerhoff Inc.) James E. Mahon (Walsh Construction Company) Alfred Muscari (Peter Kiewit Sons' Company) Elmer A. Richards (Mueser Rutledge Consulting Engineers) — Education Committee -

influences, as so many have. I applaud the firmness of our course, and will continue to devote my energy to assure its permanence." "I know many of you here, realize one of the most forceful guardians of our values is Mrs. Gallagher." The retiring President turned to the Executive Secretary and continued, "You were of immeasurable help to me this year, Mrs. Gallagher, and you have my deepest appreciation." He continued, "I look forward to my further service in the years ahead — and to continuing good times with men who have my respect for their talents and their abilities. Serving as your President has been a distinct honor, and I thank you!"

Mueser Dies At 85



WILLIAM H. MUESER died on June 25, 1985. He was 85.

Mr. Mueser retired as Senior Partner in the firm known currently as Mueser Rutledge Consulting Engineers on December 31, 1975.

A native New Yorker, born on April 10, 1900, he obtained his engineering degree from Massachusetts Institute of Technology in 1922; and did graduate

(Continued on Page 3)

Edmund M. Burke (Mueser Rutledge Consulting Engineers) Chairman; Rudi J. van Leeuwen (Spencer, White & Prentis, Inc.) Vice Chairman; J. Marshall Dean (Mergentime Corp.) Allan J. Gale (Thomas Crimmins Contracting Company) Leo M. Halley (Port Authority of New York and New Jersey) Remy P. Papp (Walsh Construction Company) Edward S. Plotkin (MacLean Grove & Company Inc.) George J. Tamaro, Jr. (Mueser Rutledge Consulting Engineers) Charles A. Worischek (Conduit & Foundation Corporation) — Publicity Committee - Jack T. Walle (Thomas Crimmins Contracting Company) Chairman; Stanley M. Aronin (Certified Concrete Co.) Vice Chairman; James A. Breen (Breen Bros.) Richard J. Halloran (Conduit & Foundation Corporation) William J. McPhillips (Weeks Dredging & Contracting Co.) R. M. Monti (Port Authority of New York and New Jersey) Michael J. Ucci (AMCA International Corp.) C. Richard Walter (Hazan & Sawyer).

MUESER DIES

(Continued from Page 2)

work at Technische Hochschule in Berlin, Germany.

He joined the firm then known as Moran, Maurice & Proctor in 1923 and rose through the ranks to become a partner in 1935.

Mr. Mueser's contributions to the art and science of foundation engineering were known world-wide and his reputation for excellence resulted in requests by other engineers and contractors for personal consultations. His career spanning over fifty years in the heavy construction field covered design and supervision of a variety of projects, including deep building and bridge foundations, graving docks and other important marine projects, highway subsurface engineering, underpinning and subway work.

Deep foundations for bridges was a major part of his firm's work during his association and leadership. Two of note and which established records are the San Francisco-Oakland Bay Bridge and the Huey P. Long Bridge in New Orleans. The latter stands in ninety feet of open water and its foundations reach depths of one hundred eighty five feet. Both depths were records when the bridge opened, but were far exceeded only a year later by the San Francisco-Oakland Bay Bridge. Water depths of up to one hundred twenty feet were surmounted on the San Francisco-Oakland project and its piers were sunk to maximum depths of two hundred forty two feet.

Bill Mueser's dad was a pioneer in reinforced concrete construction during the 1890s/early 1900s specializing in the design of concrete bridges and both his sons, Bill Jr., and Bob are engineers following their own careers in construction.

He received many Awards over the years. In addition to The Moles' Member Award for "outstanding achievement in construction" which he received in 1975 and which Bill considered a "highlight" in his career, he was designated an Honorary Member in the American Society of Civil Engineers during 1978; and was a member of the National Academy of Engineering.

ANNUAL BUSINESS MEETING





Clyde Sterrett, Jr.; Leonard A. Petersen James R. Steers; Donald J. Duck; Patrick McAward; Guido Civetta; Thomas Peyton; and Charles Campbell.

NEW MEMBERS

Twenty new members were elected at the Executive Committee Meeting held on April 2. Their membership was effective May 1, 1985 and are listed alphabetically below:

WINTON M. BLOUNT, III is President and Chief Executive Officer of Blount International, Ltd., a world-wide billion dollar a year heavy construction company headquartered in Montgomery, Alabama. In 1975 he was named a Vice President of Blount, Inc.'s subsidiary, Mercury Construction Corporation after gaining experience as a labor foreman, office engineer, estimator, project engineer and project manager. He became President in 1976 and in 1977 transferred to the Benjamin F. Shaw Company, another Blount subsidiary. At that time he served as Chairman and Chief Executive Officer of one of the country's largest companies fabricating, installing and maintaining piping for fossil-fuel and nuclear power generating plants. His experience in heavy construction includes tunnels, locks and dams and rapid rail transit systems gained since 1968 after graduating from the Wharton School in Philadelphia, Pennsylvania.

DONALD D. BRENNAN is President of Elgood-Mayo corp., a Lancaster, Pennsylvania based firm which has long been designing and fabricating specialized tun-

nel and underground equipment. He has been involved in underground design and construction for the past twenty-five years both in the United States and Canada and has many major projects to his credit. He is a 1960 graduate of McGill University, Montreal, Canada where he earned a Bachelor of Mechanical Engineering Degree.

CHARLES H. CAMPBELL is Vice President Director and Group Manager of all heavy construction work performed by Peter Kiewit Sons, Inc., in the United States. During his twenty-three years with the Kiewit organization he has had engineering, estimating, project supervision, and district management assignments with the firm. He earned a Civil Engineering Degree from the University of Kentucky in 1955.

GUIDO CIVETTA is Vice President of excavation and foundations for the Corinno Civetta Construction Corp. A few of the foundations projects which he has been involved are: Co-op City, Bronx; Exxon Headquarters, Ruppert Houses and Manhattan Plaza in New York City; Stouffers Inn, Rye Town Hilton and the Peekskill Pollution Plant in Westchester; and the Trenton Pollution Plant in New Jersey. He has a Civil Engineering Degree from the College of the City of New York which he earned in 1950.

JOHN F. DALY is President of Karl Koch Erecting Co., Inc., a general contracting firm on heavy steel construction for

bridges and other major structures. Since joining the firm in 1954 he has advanced as Field Engineer, job Superintendent, General Superintendent, Vice President, Executive Vice President to the position he currently holds. A few of the major projects he has been involved with have been: Kosciusko Bridge (deck replacement); World Trade Center; rehabilitation of Yankee Stadium; Giants Stadium, Meadowlands; and more currently the design fabrication and construction of the Space Frame roof for the New York Convention Center. He is a 1954 graduate of Iona College.

DONALD J. DUCK is Vice President, Director and heads the Construction Management Department for Harza Engineering Co., headquartered in Chicago, Illinois. After graduating from the Rose-Hulman Institute of Technology with a Civil Engineering Degree in 1959 he was employed by the United States Bureau of Reclamation continuing there until 1980. His early assignments included supervisory and management responsibilities on the Flaming Gorge Dam and Powerplant, Yellowtail Dam and Powerplant and Grand Coulee Third Powerplant. In 1972 he was named Deputy Assistant Commissioner. His responsibilities required coordinating and directing design and construction activities totaling many billions of dollars and included major projects for canals, tunnels, pipelines, powerplants, and power transmission facilities. Don Duck received the Golden Beaver Award for Engineering in 1982.



Alan Wechsler; William J. Hughes, Jr.; John Daly; Ronald C. Hirschfeld; George E. Williamson; Joseph McAlinden; Harry Sacks; and Donald Brennan.

WILFRED M. (Mac) HALL is Chairman Emeritus of the C. T., Main Corporation, Boston, Mass. He has been associated with hydroelectric design and construction and the development of the pumped storage concept and the pump-turbine generator. A 1916 graduate of the University of Colorado he has an Honorary Doctorate in Engineering from Tufts University which he received in 1955. He is registered as a Professional Engineer in 44 states plus the District of Columbia, Turkey, Nova Scotia, New Brunswick and Puerto Rico. He is also a Member of the National Academy of Engineering; has received the Distinguished Engineering Alumnus Award from the University of Colorado and many other Awards too numerous to list. He is also the author of over 50 technical publications.

RONALD C. HIRSCHFELD is President of Geotechnical Engineers, Inc., a geotechnical consulting firm on design and construction of dams, waterfront structures, building foundations, and tunnels, based in Winchester, Mass. Ron earned a BSCE in 1950 from Union college and has an S.M. and a Ph.D. in Soils Mechanics from Harvard University. He has been with Geotechnical Engineers since 1970 and is a recognized authority in that field. Prior to that he taught at Harvard, Massachusetts Institute of Technology and the University of Illinois.

WILLIAM J. HUGHES, JR., is President of Hughes Bros., Inc., a firm engaged in the marine construction industry specializing in construction and supplying of floating piers. The firm has played a significant part in the heavy construction industry supplying equipment and marine services for the construction of major bridges, ports and subaqueous tunnels. He manages Ocean Burning, Inc., engaging in the incineration of deteriorated marine structures at sea. He is a 1971 graduate of the College of Santa Fe, Santa Fe, New Mexico.

JOSEPH A. McALINDEN is President of McAlinden Corporation. Joe is a recognized authority on controlled demolition and blasting for the heavy construction industry; and a world-wide consultant on the use of explosives. He has been engaged in this type of work since WW II as a diver in the U.S. Navy and later managing an underwater demolition school. He worked for Williams Brothers Pipeline Company in South America and for Bechtel in the United States. He was called back to the service to manage blasting operations for the Navy during the Korean War and after that he organized the firm which bears his name.

PATRICK J. McAWARD, JR., is a Partner in the prominent consulting firm, Tippetts, Abbott, McCarthy, Stratton (TAMS). He is in charge of planning,

design and construction inspection of transportation projects such as roads, mass transit, railroads, bridges and tunnel projects. He has been affiliated with the firm since 1955 after graduating from the University of Notre Dame where he received his Civil Engineering Degree.

LEONARD A. PETERSEN is a Vice President of Slattery Associates, Inc. For the past 12 years he has managed Slattery's Washington, D.C., operations which included several hundred million dollars worth of heavy construction on both the Washington, D.C., and Atlanta subway systems. He joined Slattery thirty three years ago and his experience covers a wide scope of heavy construction including skyscraper foundations, interstate highway projects, utility construction and bridge work. He is a graduate of Manhattan College where he earned a Civil Engineering Degree in 1951.

THOMAS F. PEYTON supervises the staff of Engineers and Estimators at Maclean Grove & Company Inc. Currently he is the Project Engineer for a \$120 million contract for excavation and concrete lining of a portion of the New York City Transit Authority Water Tunnel. Tom has been involved with heavy construction since his graduation from Columbia University in 1969 at which time he earned his Civil Engineering Degree.

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NEW MEMBERS

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HARRY P. SACKS is a Partner in the law firm, Sacks, Montgomery, Pastore & Levine. He is a skilled attorney specializing in construction law. He received an AB Degree from Harvard College in 1955 and a JD in 1960 from New York University Law School.

FRED SCHARF is President and Chief Operating Officer for Fenix & Scisson, Inc., headquartered in Tulsa, Oklahoma. The firm is recognized as a world leader in the construction of gas storage and design and operation of large diameter shaft drills. Since his graduation from the Missouri School of Mines in 1953 where he earned a Degree in Mining Engineering, he has been involved in heavy underground facilities. He is a Registered Professional Engineer in the States of Arkansas, Kentucky and Michigan. He has established himself as an authority for underground construction throughout the Industry and has represented Fenix & Scisson at every phase of engineering and underground construction.

JAMES R. STEERS is Executive Vice President of J. Rich Steers Inc. Some of his assignments have included road projects in Nigeria; estimating and bid negotiation; Field Engineer on the Newburgh-Beacon Bridge #2 and Project Manager on Red Hook Water Pollution Control Plant. He is a 1976 graduate of Syracuse University where he earned his Civil Engineering Degree.

CLYDE STERRETT, JR., is Construction Manager for Mergentime Corporation, headquartered in Flemington, N.J. He has an impressive thirty five year record of leadership on the construction of major tunnel jobs ranging from the east to west coast; and played an important role as a consultant on a large rock tunnel in Australia. During his career he has been affiliated with many prominent Mole affiliated companies including Fruin-Colnon and S & M Constructors.

ROBERT T. TIERNEY is Commissioner for the State Highway Department of the Massachusetts Department of Public Works. In this capacity he is responsible for an annual construction program of \$200 million together with special projects which may be allocated. A 1949 graduate of the University of Notre Dame where he earned a Civil Engineering Degree, he also has a Degree from Harvard in Soil Mechanics.

ALAN L. WECHSLER is Vice President and Chief engineer of Mohawk Constructors, Inc., headquartered in Linden, New Jersey. In this capacity he is in responsible charge of estimating and the execution of the construction of various projects performed by the firm which includes a wide scope from tunneling to transmission tower construction and process plants and refineries. He earned a Degree in Civil Engineering in 1948 from the City College of New York.

GEORGE E. WILLIAMSON is Vice President, Manager of Heavy Construction for Fru-Con Construction Corporation headquartered in Ballwin, Missouri. He joined the firm shortly after graduating from the University of California in 1966 where he had received his Civil Engineering Degree. He is a member of the American Society of Civil Engineers and a member of that Society's Committee on Tunneling & Underground Construction. He is also a member of the US National Committee on Tunneling Technology.



PAUL M. WENTWORTH died on May 30, 1985. He was 81.

In 1941 Paul joined the prominent consulting engineering firm then known as Moran, Proctor, Freeman & Mueser, and as a foundation designer, was active in many of the firms' projects through the mid fifties. He spent his developing years with the firm as chief draftsman responsible for all technical personnel. In 1947 he was named an Associate and in 1951 became a Partner. From 1964 to 1978 the firm name was Mueser, Rutledge, Wentworth & Johnston. From 1951 through 1978 he handled the foundation design of many of the firms' industrial clients.

Paul was a member of the American Institute of Consulting Engineers and the American Society of Civil Engineers. He became a member of The Moles in 1950 and was elected a "member emeritus" in 1977. He was active in numerous service organizations in his home town of Rutherford, New Jersey and in his retirement years he applied his foundation expertise to the development of the William Carlos Williams Center for the Arts in Rutherford.

JAMES PINNELL died on June 27, 1985 at Winthrop University Hospital in Mineola, New York. He was 97. A native of Leicestershire, England, Mr. Pinnell came to the United States in 1909 and helped construct the Hudson and Manhattan tunnels and sections of New York City's subway system. He joined Raymond International as an engineer in 1918 and retired in 1959 as Senior Vice President. In 1944 he was awarded a Meritorious Civilian Emblem by the U.S. Navy for his work at the Brooklyn Navy Yard.

OBITUARIES

JOSEPH S. DRINANE died on May 20, 1985. He was 79. A member of The Moles since 1956, he received his twenty-five year certificate in 1981. Joe was retired as a full time employee of Frederic R. Harris in 1973 but remained as a consultant to PRC-Harris and several other New York based engineering firms. He had traveled throughout the world during his career. Joe became a "member emeritus" in 1984 and had served as Sergeant-at-Arms for The Moles during 1979.

ALFRED H. DAVIDSON died February 25, 1985. He was retired with the rank of Colonel from the U.S. Army, Corps of Engineers in 1962 when he became a Director of the Civil Engineering Department at Miami Dade Community College in Miami, Fla. He has been a "gentleman farmer" and a resident of Tallassee, Alabama since 1973.

H. WARREN PATTBURG died in May of 1985. Mr. Pattberg was affiliated with Gates Construction Corp., until his retirement in 1965. From 1965 through 1976 he worked as a consultant.

STUDENT AWARDS

As a part of the Education Committee's endeavor to interest student engineers in the construction industry, each year, The Moles present a Student Award to each of the twenty schools, currently on The Moles' approved list who indicate a desire to participate.

The Award (a certificate and One Hundred Dollars) is presented to a student in engineering whose academic achievement and enthusiastic application shows outstanding promise of personal development leading to a career in construction engineering and management.

As this issue of *Holing Through* goes to press the following students have been presented with the 1985 Student Awards: Richard Moitoza, Columbia; Jeffrey Knueppel, Cooper Union; Robert O'Connor, SUNY at Farmingdale; Michael Kolakowski, Fairleigh Dickinson; James Beckett, Cornell; Lewis Wright, SUNY at Delhi; John DeMis, Union; Roger E. Prince, Rutgers; Sarah M. Halsey, Princeton; and at RPI two students, Susan Violette and Peter Kristiansen shared the Award.



OBITUARY

JOHN P. BARNES died on April 29, 1985. He was 70. John was a supervisor of construction for many Mole affiliated firms among which were, Tully & DiNapoli and Spearin, Preston & Burrows. He was in charge of Major construction projects including subways, airfields, roads, underpinning and foundations, bridges and sub-aqueous work. He received his twenty-five year certificate from The Moles in 1975 after having served as a committee member for many years. He was Sergeant-at-Arms in 1976 and became a "member emeritus" in 1983.

STUDENTS' DAY 1985

Once again, The Moles' Education Committee, chaired by Mel Febesh, put together a Students' Day to be proud of. "Special thanks" to Bob Hill who served as Liaison between the Committee, Owners and Contractors and assisted in coordinating the day.

The scene was the work being performed as part of a five-year construction project to upgrade and modernize the LIRR, namely, the Holban/Hillside Maintenance Facility in Hollis, New York. After a warm welcome from The Moles' President, Charles Mergentime, the student engineers attending for the day were guided, by Mole members and friends in groups, to tour this more than \$200 million construction site. They were able to see piles being driven; pile caps and walls concreted; excavation and cofferdams. Also on view was the installation of trackbed ties and rail for the yard area. Inside the "support facility" in the modernized 400,000 square foot warehouse, scale models of the facility and renovations for Penn Station in New York City were on display. Extremely interesting lectures were given at various points of the tour including one normally given for the trainmen on the couplers, doors and the electric traction engines.

Our thanks to all the LIRR personnel who participated and in particular: Roger Milroy and Felix Andrews, Chief Engineer and Assistant Chief Engineer, respectively, Capital Programs; Bruce DeVito and Paul Dombrowski, Project Managers, Capital Programs; William Rogers, Project Engineer; Thomas Marshall, Project Coordinator; Robert Donovan, Assistant Engineer-Track; Saverio Sandonato, Training Specialist; Nicholas Larocco, Engineer of Track; and Daniel Knotte, Director of Employee Training & Development.

In addition to the engineering schools normally participating in The Moles' Programs, a group of cadets from the United States Military Academy at West Point were in attendance. (see thank you letter from Major Norman Dennis, Corps of Engineers who was responsible for this group).

Mole members and friends who served as "guides" for the day were: Ed Burke, Harold Burke, Joe Diehl, Marshall Dean, Leo Halley, John O'Keefe, Tony Mazzo, John Donargo, Joe D'Annunzio, Jerry Hill, George Tamaro, Jack Walle and Sal Valenza.

● BEN C. GERWICK, JR., was among the dozen members to be elevated to Honorary Membership by the Board of the American Society of Civil Engineers.

● RICHARD J. HALLORAN has been named President of The Conduit & Foundation Corporation headquartered in Bala Cynwyd, Pennsylvania. He succeeds his dad, HARRY R. HALLORAN who is Chairman of the Board.

● GEORGE ZIEGLER, Assistant Vice President and Chief Engineer of the New York City Transit Authority announced his retirement on June 17, 1985 to seek other career goals. George was with the Authority for 33 years. He was Chief Engineer of the twelve hundred person Engineering and Construction Department for the past six years taking a major role in the Authority's capital construction program. Last year he led the reorganization of the Engineering Department from a "functional" type organization into a "project manager" oriented structure.

THANK YOU LETTER

Excerpts of letter from Maj. Norman D. Dennis, Assistant Professor at West Point.

"I would like to thank you and the other members of The Moles for inviting cadets from the United States Military Academy to your Annual Students Day. The entire program was superb and afforded our students with a unique opportunity to view the multiple facets of a large construction operation."

"The many hours of hard work which your organization expended to make the day a success certainly reaped dividends in the eyes of the students who participated. They came away from the tour awed by the complexity of the project, yet satisfied that what they were learning in the classroom was being put to use in everyday practice."

"I believe that tours of this nature do more to stimulate interest in construction and tie theory to practice than any instructional vehicle I can think of."

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