INSIDE NIELSEN

A PUBLICATION OF NIELSEN BUILDERS SPRING 2007

Buildings Reflect History of James Madison University

PG 10

YESTERDAY TODAY TOMORROW

JMU, Cleveland Hall, Circa 1936

Contemporary Home, Pineville, VA

Parking Deck Construction, Harrisonburg, VA

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Cover: Photo courtesy of JMU

Publisher
Inside Nielsen is published by
Innovative Publishing Ink.
10629 Henning Way, Suite 8
Louisville, KY 40241
502.423.7272 or 866.423.7523

Innovative Publishing Ink specializes in creating corporate magazines for businesses. Please direct all inquires to Aran Jackson, ajackson@ipipublishing.com.

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A MESSAGE TO OUR READERS

Welcome to the spring 2007 issue of *Inside Nielsen*. Thanks to the support of generous advertisers, we were able to produce the third edition of this publication. We are pleased to share information with our employees, our clients and our community partners.

This issue explores the history of James Madison University, and Nielsen's relationship with the university. With both JMU and Nielsen preparing for their centennial celebrations next year, we wanted to dedicate this issue to the strong partnership between Nielsen and James Madison University. While doing research for this issue, we learned that there are only three buildings on the campus that were not built or renovated by Nielsen or its predecessor, W.M. Bucher & Son: Logan Hall (1950), Phillips Hall (1985) and Facilities Management Building/University Services Building (1997). We share a sense of pride in our work with James Madison University. We have enjoyed the long partnership with the university, and we look forward to more partnering opportunities in the future.

In addition to our ongoing work at James Madison University, we continue to share our services with other areas of the community. As always, we work to deliver the best for our clients.

We hope you enjoy learning more about Nielsen. Please feel free to contact us with questions or comments.

John N. Neff
President & CEO

INSIDE NIELSEN™

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NIELSEN
Corporate Mission Statement

Our Vision

Nielsen will be recognized as a premier construction organization with a commitment toward optimal performance in serving clients within the Commonwealth of Virginia. We will achieve this by consistently "striving for excellence" in providing professional building services.

Our Values

People

Nielsen recognizes that our people are the critical element in achieving our vision. We will support a team approach through open communication among all employees. We will promote the growth and empowerment of our people and commit to human resource practices based on standards of excellence, safety awareness, fair treatment and equal opportunity.

Total Client Satisfaction

Nielsen will build on our reputation and commit to exceed the expectations of our clients by maintaining the highest level of skill and responsibility in providing professional services. We will deliver a superior price/value relationship in providing quality construction services with a profit objective at a fair level.

Leadership

Nielsen is committed to being a leader in the construction industry through innovative construction techniques and product development. We will strive to be a caring corporate citizen in enhancing the community and environment in which we do business.

Quality Assurance

Nielsen Builders Inc.'s commitment to quality assurance is based on responsible craftsmanship, leadership, innovation, safety awareness and employee satisfaction. Our guarantee to furnish our clients with a total quality product is the heart of our company's existence.

Equal Employment Opportunity Policy

It is the policy of Nielsen Builders, Inc. not to discriminate and to provide equal employment opportunity to all qualified persons regardless of race, color, sex, religion, national origin, disability, marital status, or Vietnam era veteran status. This policy is applied to all employment actions including but not limited to recruitment, hiring, upgrading, promotion, transfer, demotion, layoff, recall, termination, rates of pay, or other forms of compensation and selection for training including apprenticeship.

Nielsen Builders, Inc. is committed to the principles of affirmative action and equal employment opportunity. In order to ensure its dissemination and implementation throughout all levels of the company, Jean Hieber has been selected as Equal Employment Officer for Nielsen Builders, Inc.

In furtherance of our policy of affirmative action and equal employment opportunity, Nielsen Builders, Inc. has developed a written Executive Order Affirmative Action Program, which contains specific and results-oriented procedures to which Nielsen Builders, Inc. is committed to apply every good faith effort. Procedures without efforts to make them work are meaningless and effort undirected by specific and meaningful procedures is inadequate. Such elements of Nielsen Builders, Inc.'s Executive Order Affirmative Action Program will enable applicants and employees to know and avail themselves of its benefits. The policy is available for review, upon request, during normal business hours.

Applicants for employment and all employees are invited to become aware of the benefits provided by the Affirmative Action Program.

Nielsen Awarded Several Safety Recognitions

The Virginia Contractors Group Self-Insurance Association Names Nielsen Gold Award Winner

Nielsen was honored at the Virginia Contractors Group Self-Insurance Association annual general membership meeting on Oct. 26, 2006, by being named a Gold Award Winner in the general contractors category for its outstanding safety program. Out of 175 members, only four companies were honored with gold award recognition. This is the second year in a row that Nielsen earned this prestigious award.

Legacy Cabinets Earns AWI Safety Award

Legacy Cabinets, a subsidiary of Nielsen Builders, Inc. was recently awarded the Architectural Woodwork Institute Safety Improvement Recognition Award. This award recognizes manufacturers whose safe working hours exceed 100,000. Legacy also earned this award in 2003-2004, making their total safe hours since 2003 in excess of 200,000. The Legacy Cabinets team celebrated with a barbecue luncheon and a plaque presentation.

Legacy Cabinets & Millwork, Nielsen's commercial casework department, has provided high-quality cabinets, paneling and display units for its customers for more than 60 years. Its employees have a broad range of skills, from furniture makers to cabinetmakers.

Legacy Cabinets is available to put the finishing touches on a wide variety of buildings, including schools, hospitals and churches. This department focuses on commercial casework that is built on time, within budget and of the highest quality.

The **Architectural Woodwork Institute (AWI)** is a nonprofit trade association founded in 1953. Today, AWI represents nearly 3,700 members consisting of architectural woodworkers, suppliers, design professionals and students from around the world.

TCA Awards Nielsen Safety Certificate of Recognition

Nielsen Builders, Inc. recently accepted a "Safety Certificate of Recognition" from the Tilt-Up Concrete Association at its annual convention in Denver, Colorado, Oct. 4-6. Nielsen complied with all the safety requirements of the Tilt-Up Concrete Association and was recognized for this achievement.

Tilt-up concrete construction is not new; it has been in use since the turn of the century. In fact, Thomas Edison built tilt-up residences for his lab technicians in Menlo Park, New Jersey.

Tilt-up construction is efficient and cost-effective. Panels are cast as near to their final position as possible. Wall panels are cast on a horizontal base, cured, tilted into a vertical position, and moved into place with a mobile crane.

Nielsen recently finished several tilt-up projects in the Shenandoah Valley, including an addition to the Daily News Record, Interchange's Premier Flex Condo and Rudy's Rug Cleaning in Charlottesville. The company is currently working on a tilt-up project for Houff in Weyers Cave.

The **Tilt-Up Concrete Association** was founded in 1986 by a dedicated group of contractors, professionals and manufacturers with the interest of improving the quality and acceptance of tilt-up construction. The mission of the Tilt-Up Concrete Association is to expand and improve the use of tilt-up as the preferred construction method by providing education and resources that enhance quality and performance. With 450 members today, the Tilt-Up Concrete Association works with companies around the globe.

Nielsen Welcomes Several **New Employees**


Scott Baxter


Tim Blankenship


Charles Miller


Mike Norris


Andy Yowell

Nielsen is pleased to welcome three new project managers to the team: **Scott Baxter, Michael Norris** and **Andy Yowell**. Mr. Baxter most recently worked for Centex Construction Company in Roanoke and Miller Brothers, Inc., in Marshall, Virginia. He attended Drexel University, Delaware Technical Community College, Northern Virginia Community College and the Maryland Drafting Institute. He also took PM, engineering and architecture classes. Mr. Baxter is a member of the Construction Management Association of America, Construction Specifications Institute, American Society of Civil Engineers and the American Society for Healthcare Engineering. He was an infantry dragon gunner in the U.S. Army from 1986 to 1988. Mr. Baxter and his family live in Harrisonburg.

Mr. Norris works as a project manager out of the Charlottesville office. He most recently worked for Connor Properties in Charlottesville as a project manager. Prior to this, Mr. Norris worked at Slades, Inc., in McLean, Virginia, as vice president of construction, and at BCC General Contractors, Springfield, Virginia, as vice president. Mr. Norris, who attended Northern Virginia Community College, has 26 years of construction experience. He and his family live in Free Union, Virginia.

Mr. Yowell most recently worked for Mathers Construction Company as vice president and project manager. Prior to working for Mathers, he worked for J.E. Jamerson & Sons, Inc. as a project manager, and Wintergreen Development, Inc. as director of building construction. Mr. Yowell is a professional engineer for the commonwealth of Virginia. He graduated from VMI with a bachelor of science in civil engineering, and he has also attended Virginia Commonwealth University. Mr. Yowell and his family live in Raphine.

Nielsen Builders, Inc. is also pleased to welcome **Timothy L. Blankenship** as assistant project manager for Augusta County Schools projects and **Charles Miller** as safety associate. Mr. Blankenship most recently worked as a superintendent/project manager for DK Patterson Construction. Prior to that, he worked for The Comfort Group in Nashville, Tennessee, as a construction coordinator.

Mr. Blankenship earned a bachelor of science degree in organizational management from the University of Memphis and an AAS in construction technology from East Tennessee State University. He and his family live in Bridgewater, Virginia.

Mr. Miller most recently worked as a maintenance manager for the Wal-Mart Distribution Center in Mt. Crawford. Prior to that, he worked for Rexnord Inc., Rexnord Geared Products Division, in Stuarts Draft, Virginia, as a shipping/receiving/warehouse supervisor. Mr. Miller attended Valley Vocational Technical Center, where he completed courses in welding, machine shop, shop math and industrial safety. As safety associate, Mr. Miller will assist Safety Director David Hall in all aspects of safety, including training, record keeping and compliance.

Also new to Nielsen is **William Schaidt**, who works closely with Joe Miller in the small projects division. Mr. Schaidt most recently worked for Cargill. He is fluent in both English and Spanish, and Mr. Schaidt helps translate written material into Spanish, as well as interpreting as needed.

Nielsen Employees Jeff Deavers and Gary McBride LEED Accredited

Jeff Deavers

Gary McBride

Jeff Deavers, estimator for Nielsen Builders, Inc., and **Gary McBride**, senior project manager, recently passed the Leadership in Energy and Environmental Design (LEED) exam to become LEED accredited. LEED Professional Accreditation indicates that individuals have detailed knowledge of LEED project certification requirements and processes and an understanding of integrated design principles. Construction industry practitioners earn LEED accreditation when they successfully demonstrate these proficiencies on a comprehensive exam.

Mr. Deavers is responsible for soliciting subcontractors and suppliers for the budgets and bid proposals on upcoming projects, preparing takeoff and estimates for self-performed work, and maintaining and developing the estimating database. He also assists Vice President of Business Development Tony Biller with the evaluation of project estimates during and after completion of all phases of the project. He has been with Nielsen since 2003.

Mr. Deavers earned a bachelor of science degree in business administration from Bridgewater College, Bridgewater, Virginia. His experience includes several projects with Virginia Military Institute, Rockingham Memorial Hospital, Culpeper Hospital, James Madison University, Augusta County Schools and Rockingham County Schools.

Mr. McBride is responsible for project budget development and value engineering analysis, proposal development, determining and managing resource allocation, analyzing self-performed work versus contracted services, establishing and monitoring workforce levels and construction schedules, client relations, and controlling costs to meet budget expectations. He has been with Nielsen since 1997.

Mr. McBride earned an M.S. Ed. in administration and a BBA in business from James Madison University. His experience includes the new Harrisonburg High School, Culpeper High School, JMU Bookstore, JMU Finance Building (Massanutten Hall) and the Harrisonburg Combined Elementary and Middle School.

The U.S. Green Building Council (USGBC) is a coalition of building industry leaders working to promote buildings that are environmentally responsible, profitable and healthy places to live and work. The USGBC strongly supports the LEED program. Its Green Building Rating System, is the nationally accepted benchmark for the design, construction and operation of green buildings. LEED rates buildings in five key areas: sustainable site development, water savings, energy efficiency, materials selection and indoor environmental quality.

JAMES MADISON

Buildings

JMU'S CHANGING NAMES

1908	State Normal and Industrial School for Women
1914	State Normal School for Women
1924	State Teachers College
1938	Madison College
1977	James Madison University

UNIVERSITY

Wilson Hall

Reflect History of University

Bluestone Beginnings

March 14, 1908, marked the birth of the State Normal and Industrial School for Women at Harrisonburg. From an enrollment of 150 students and a faculty of 15, it has grown to 17,000 students and 1,000 faculty and administrators. Two buildings on a 50-acre campus have grown to 100 buildings on a 655-acre campus. A history of the buildings gives a sense of the change and growth over time.

Wilson Hall Stage

Jackson Hall

"JMU kept Nielsen in business. We almost always had a construction project on campus." – *Former Nielsen President Samuel H. Shrum*

Wampler Hall

Infirmary

Even before the first stone was cut, however, the Normal's president, Julian Burruss, had a plan and drawings, which he presented to the Board of Trustees: "The drawings, prepared by architect Charles M. Robinson of Richmond, portrayed buildings of native-blue limestone with red, Spanish tile roofs. The principal structures were to be arranged around three sides of a quadrangle…. The total cost of construction was estimated at $500,000 and the hope was to complete it in ten years. The project was laid out on the 'unit plan,' so that buildings could be added at different times and still hold true to the original plan," according to *Madison College: The First Fifty Years* by Raymond C. Dingledine Jr.

Maury Hall (originally known as Science Hall) and Jackson Hall (Dormitory #1) were the inaugural buildings on campus. Maury was named for Matthew Fontaine Maury, who was a scientist and oceanographer. Maury Hall was home to the first gymnasium, library and President Burruss's office. Maury was built from limestone quarried on the campus itself, which established the signature bluestone look of the campus. In fact, you can still see the imposing "Rock" on the Quad, which is the same limestone used to build the first buildings. Jackson Hall served as the school's first dormitory. This building was named for Confederate General Stonewall Jackson. "By the end of the first decade ... no more than traces remained of the three quarries from which much of the stone for the three newer buildings had been gotten. Two of these quarries had been on the front part of campus, below the walk between Ashby and Spotswood, and one had been on the northeastern side, about where Burruss Hall now stands" (Madison College: The First Fifty Years).

"The university sits on 1,000 feet of that same blue limestone, which runs parallel to Interstate 81 throughout the Shenandoah Valley ... JMU began to quarry this 470-million-year-old exposure in 1909 to build Jackson Hall and arrange its campus around three sides of its now venerable Quadrangle" (*The Montpelier* by Brandi Hudson, May/June 1993).

Bids were accepted for the first two buildings from thirteen local contractors, with W.M. Bucher & Son coming in with the low bid at $38,695. W.M. Bucher & Son was purchased by Joseph Nielsen in 1924. Its predecessor, Hockman & Bucher, was formed in 1871, and, by 1902, the firm was known as W.M. Bucher and Son. "During the first decade of the 1900s, a new era of unprecedented growth and prosperity began assuming significant proportions in Harrisonburg. With the development came a spreading wave of large and then imposing building projects of brick, stone and concrete. The modern trend called for the employment of the necessary construction skills and facilities, and practically all the major new structures were accomplished by W.M. Bucher & Son" (Nielsen history).

The second dorm was built in 1911 and christened "Dormitory No. 2," until 1917, when it was renamed Ashby Hall, in tribute to Confederate General Turner Ashby. Ashby and many of the first buildings were built from the limestone on the campus grounds.

The original buildings were built with distinctive bluestone with red tile roofs. The "Quad" area of James Madison University houses these bluestone buildings. The May/June 1993 *Montpelier* notes that one reason the blue limestone was used was because it "was simply there," so it made sense to use it as the primary building material. In addition to the first several buildings, Alumnae, Sheldon, Johnston and Wilson were built from the local bluestone. Duke Hall, built in 1968, was the last building constructed from local bluestone.

The pinnacle of the early bluestone building campaign was the construction of Wilson Hall in 1930, "With the Nielsen Company as contractor, the cornerstone was laid in July with full Masonic rites," according to *Madison College: The First Fifty Years*. This main administration building had the first permanent auditorium on campus, with seating for 1,400 and "the finest stage in the state" (*Madison College: The First Fifty Years*).

Former Nielsen President Samuel H. Shrum remembers when bids were taken for Wilson. "I was at Virginia Tech then, and I worked on Wilson during the summers. It's the first JMU job that I did. My dad did the brickwork," he recalls. He adds, "Otto Nielsen left off the millwork by mistake when he bid Wilson Hall, so Nielsen was the low bidder and got the job. The millwork was worth $3,200. His mistake got us the job." He adds, "JMU kept Nielsen in business. We almost always had a construction project on campus."


Samuel H. Shrum

Additional bluestone was quarried locally from several different quarries after the limestone on campus was depleted. Former Nielsen employee Jim Nutter worked on many of the JMU buildings. His father, Bock Nutter, also worked on JMU projects. As a teen, the elder Nutter would bring lunches to the stonemasons at JMU. "'I got to fooling around' with the stone, and eventually they put him to work, he said. He made $1 per day," according to a Judith Daniel article in *JMU News*, Feb. 9, 1984. Bock worked for W.A. Bucher prior to the Nielsen purchase of the company. As a foreman for Nielsen, he supervised most of the stonework on campus. Even after his retirement, he was often called back to oversee the stonework. Bock had a knack for identifying quarries that would yield plenty of workable stone.


Jim Nutter


Music Building

His son Jim recalls that Bock laid the stone in the distinctive Luray Caverns Stone Tower, which was built during the Great Depression. Jim remembers his dad telling him about hitchhiking up U.S. 11 toward Luray, carrying all his tools slung over his shoulder.

"'Everything is done different these days,' he [Bock] said. When he began work, lime mortar was used instead of cement. 'I guess they didn't have cement in those days,' he mused. And there were not such things as derricks or air compressors for power tools like jackhammers. Wheelbarrows had steel wheels, which made pushing loads of stone around 'pretty difficult,' he said," according to *JMU News*.

Jim began working for Nielsen in 1952, right after high school. He almost dropped out of high school as his older brother had done, but a pledge to his mother to graduate kept him in school. Jim worked for twenty years, from 1952 to 1972. He began as a mason tender – that is, someone who mixes mortar, sets up scaffolding, and operates a masonry saw. A mason tender is basically a laborer who is on call to help in any way. Jim got into stonework, then into brickwork. In those days, he recalls, most bricklayers were also stonemasons. Years ago, stonework was spotty, so they needed to know both brick and stone to keep busy.

In 1952, stones were quarried from an open field on Erickson Avenue for use on the JMU campus. The laborers would dig the stones out of the quarry and "bank the rock," or place the stones on a small table called a "banker." Next, the stone would be cut, rolled off the banker, then stacked in the truck and hauled over to JMU. Exact measurements and final adjustments would be made at the job site.


Wilson Hall

A second quarry that supplied JMU bluestone was located off Mt. Clinton Pike. Nielsen owned this quarry. Jim remembers, "We used to pull rock out of this quarry with a Model T Ford motor. We used a gin pole to pull the rock out and swing it over. Every night we would drill holes in the rock, pack them with black powder and dry red clay, and light them. The powder didn't fracture the stone like dynamite would have." Eventually, the Model T Ford motor gave way to big cranes that were used to pull the rock, which could weigh as much as one or two tons, out of the ground. The Mt. Clinton Quarry was eventually sold to Miller Drywall. Mr. Shrum says, "Nielsen sold the quarry. There was no use for it anymore. The stonemasons were all gone or retired, and JMU wasn't using limestone anymore."

A third quarry that supplied limestone was the Fries Quarry on Kratzer Road, which was eventually purchased by C.S. Mundy Quarries. The Fries Quarry limestone was "greystone," which is softer and easier to cut than bluestone, Jim explains. He notes, "The greystone was used in the arches of the bluestone buildings. Since it was softer, it was easier to work with for the curved archwork." The archwork required a toothing chisel, pitching tools and points. Jim says, "If you look at the arches on the buildings, you can see that they are a different shade of grey." Both bluestone and greystone are forms of limestone, and they turn grayer over time. Former Nielsen Superintendent Bob Kile recalls a fourth quarry, off Virginia 42 North near Dayton, that supplied greystone for the campus.

According to the May/June 1993 *Montpelier,* after removing the rock, "Stonemasons then cut the rock by hand into stone blocks ranging in size from just under a cubic foot to three cubic feet for the walls. Each block took approximately 30 minutes to shape. The stonemasons regarded this process as both a craft and an art." The hand-cut stones were staggered on top of each other, then sealed with mortar.

Mr. Shrum remembers that it could take almost a year to complete the cycle from quarrying the stone, to cutting the stone, to completing the building. "As soon as bids were opened, and we were low, we'd start quarrying," he remembers. He says, "Stonemasons were key. I liked supervising them. I went to the quarry every morning at 7:30. I liked working with the Nutters. They were good craftsmen and workers and nice to get along with. Men liked them."


photo courtesy of JMU
Maury Hall

On the James Madison University campus, only three buildings (in red) were not either built or renovated by Nielsen: Logan Hall, Phillips Hall and the University Services Building.

Jim recalls that hand tools used to be made of steel, which has given way to carbide, which lasts longer. Old time stonemasons used a forge and made their own tools, he says. They knew how long to heat the metal until the color was just right, and the tool could be formed. In the '50s, he would buy tools from Goldblatt's, which is still in business. His dad, Bock, favored hand tools and made his own if he couldn't find them elsewhere.

Jim remembers John Neff, current president of Nielsen, as a young high school student cleaning up after the JMU jobs, soaked in sweat.

Eventually, Jim decided to make a career change and teach the trade to younger people. He realized that when the summer high school and college helpers went back to school, it was hard to replace them. He knew there was a need to educate folks in the trades. He became an instructor at Massanutten Technical Center, teaching the students masonry, as well as some estimating and blueprint reading. His students were ready to start an apprenticeship after completion of classes. They graduated as "rough and ready-to-go construction guys," he says.

Over time, bluestone became cost prohibitive to use. "Construction, once more by Nielsen, of the new infirmary got under way in 1958…. To keep within available funds, the one-story structure was built of brick rather than limestone. The location would prevent the brick from destroying the limestone symmetry of the main campus" *(Madison College: The First Fifty Years)*. Other construction materials, including precast architectural concrete, were used in successive buildings on campus.

Last of the Bluestones

The Music Building, constructed in 1989, was built from stone quarried in New York and transported to Harrisonburg. The stone serves as a building façade to tie the Music Building in with the existing bluestone façades. Wampler Hall, a residence hall, was the last bluestone structure built on campus. Completed in 1994, it was also constructed from New York bluestone. The land-locked Quad doesn't have enough space for additional buildings. "The completion of Wampler Residence Hall may well mark the end of an era — the bluestone era — after which the Quad will grow even more cherished," according to a Brandi Hudson article in the May/June 1993 *Montpelier.*

The university's growth over the years can be seen in the changing face of the academic buildings, the dormitories and the administration buildings. The most dramatic changes occurred in the early '90s, when the College of Integrated Science and Technology came into being and brought a whole new appearance to the east side of the James Madison University campus, with the introduction of a new colored brick and precast concrete façade.

by Patricia L. May


photo courtesy of JMU

Dr. Ronald Carrier

A Conversation with Dr. Ronald Carrier

Dr. Ronald Carrier served as James Madison University's fourth president, from 1971 through 1998. He currently serves as president emeritus.

When asked about the changes that occurred during his tenure, Dr. Carrier notes, "When I came to JMU, it wasn't clearly identified as a regional institution. It didn't have the full complement. We didn't want to simply emulate existing institutions; rather, we tried to identify co-ed institutions that had many features of the best regional institutions, like Appalachian State and East Tennessee State. The most challenging issue was to change the psychology of the institution; it thought like a single-sex institution."

Dr. Carrier explains that he had four goals: to increase male enrollment, to expand the curriculum, to expand campus facilities, and to enhance the quality of faculty and academic offerings. He notes that the goals needed to be achieved in this precise order, because the budget was driven by enrollment. Under his leadership, forty major facilities with a replacement value of $210 million were added.

He remembers that they began with the construction of student housing, adding that capital projects were hard to come by in those days, and it was difficult to get funding. "Working with local companies like Nielsen and Riddleberger was good. They had flexibility and could accommodate changes we had to incorporate into our facilities."

He adds, "Miller Hall was over budget. Sam Shrum [former Nielsen president] and Ike Riddleberger told us how we could realize savings. Nielsen and Riddleberger became more as partners with us. They were interested in the growth of the city and the university.

"The partnership between Nielsen and JMU has been a good one," he continues, adding, "One regret I have is chewing out Sam Shrum because a dorm wasn't completed on time, and girls had to live in Massanetta Springs for a semester."

When asked about his favorite building on campus, Dr. Carrier replies, "My favorite design in a building is Wampler Hall — specifically, the archway. My favorite functional building is the CS/ISAT building. There are great labs there, and it's very open and light."

He goes on to say, "Chandler Hall captured the whole philosophical change in the institution when it was built. It was a lifestyle building. There were apartments, dorms, foodservice and a recreational area."

One of Dr. Carrier's most visible lasting legacies is the creation of the College of Integrated Science and Technology. "CISAT connected all of JMU to the business community. Research projects came here because of the attitude change. There is no question that SRI is here today because of CISAT."

He comments on the different architectural appearance of CISAT. "CISAT was planned to be distinctive. If we had the technology then that we have now, we would have maintained bluestone construction." He adds, "I don't think the campus should look alike. I think it looks attractive with the different styles." A great strength of a college campus is diversity. He explains when you look at a freshmen class, and you think they all look alike, you begin to realize the diversity in color, in personality, in appearance, in attitude. "The campus is made up of diversity. Why not have it look different. Why not have the campus reflect the diversity of the students?" he ponders.

When asked what he would be remembered most for, he replies, "I think I'll be remembered most of all for the Arboretum. We saved 125 acres of land in the middle of campus for a park. It's worth about $35 million. As my granddad said, 'They're not making more land.'" The Arboretum was officially approved by JMU in 1984, and it opened on April 28, 1989. In 1999, the James Madison University Arboretum was renamed the Edith Johnson Carrier Arboretum.

Dr. Carrier has a philosophy for success, "In order to have success, you first need vision, next a passion for the vision, and finally the courage to carry through." His vision assured him of achieving his four goals and served to propel James Madison University into the national limelight.

The History and Rebirth of

submitted by Frazier Quarry
photos courtesy of Frazier Quarry

In the Shenandoah Valley, it's everywhere. It's in signature buildings and classic homes. It's in parking lots and driveways. And, chances are, you've discovered it when digging in your own yard or garden. Bluestone — it's at the very heart of the geology and history of the Shenandoah Valley. Our forefathers used it to construct some of the most magnificent homes and buildings in the nation for more than 250 years, and, to this day, it's used in building and landscaping projects throughout the Shenandoah Valley. Despite its history and elegance, the production of bluestone all but ceased for many decades. But, in the past 10 years, a renewed appreciation for this classic Valley building stone has rekindled the interest of a local quarry company to produce it.

The History of Bluestone

Bluestone itself is a misnomer. Actually a variety of limestone, "bluestone" got its name due to its dark blue-gray color, whereas most limestones are lighter shades. The unique characteristic of Valley bluestone is that, over time, bluestone weathers to a light gray. Bibb Frazier of Frazier Quarry in Harrisonburg, Virginia, the sole producer of bluestone in the area, says, "Our stone has a geologic history. It is uniquely dark among limestone because it formed at the bottom of deep seas, where sunlight could not penetrate. Most limestone forms in shallow water, where sunlight bleaches it to a light color."

The Shenandoah Valley sits on top of a massive bed of limestone, formed 450 million to 500 million years ago during the Ordovician era. Several hundred million years later, the tectonic forces that formed the Appalachian Mountains also folded and compressed this bed of limestone. The forces of nature seasoned this ordinary limestone into the unique Valley bluestone. So it can be said that, throughout history, bluestone has been the natural foundation under the Shenandoah Valley.

Bluestone in the Valley

The history of bluestone is intertwined with the history of the Shenandoah Valley. When the first settlers arrived here in 1745, they found a durable and beautiful building material under their very feet. From the beginning, bluestone was used as one of the primary building materials of homes and structures throughout the Shenandoah Valley. And, as the population of the Valley grew, so did the use of bluestone. The fact, however, that bluestone was simply one of the most abundant building materials in this area should not speak against the superior quality of the stone, Frazier says. "The architectural heritage that comes with bluestone, along with its strength and simple beauty — these qualities reflect the very nature of the German and Scotch-Irish settlers who braved the mountains to settle in the Shenandoah Valley."

Even while the fires of the Civil War destroyed the homes, barns and other outbuildings of Valley residents, bluestone foundations survived, making it possible for Valley families to rebuild. Bluestone has stood the test of time and is just as sturdy and beautiful today as it was hundreds of years ago. Evidence of bluestone's endurance can be seen in the prominent homes and buildings that still stand tall throughout the Valley — from the "Bluestone Campus" of James Madison University to the Virginia Military Institute, Washington & Lee University, Belle Grove Plantation in Strasburg and the historic downtowns of every town in the Valley.

Bluestone Production and WWII

Traditionally, the production of bluestone was a laborious, time-intensive process. Workers would chisel, carry and split massive slabs of bluestone either by hand or with the most basic machinery. Quarrying just a few tons of the dense stone would take countless hours and scores of workers. Eventually, the increased demand for homes, schools, hospitals, etc. after WWII led to a significant shift in architec-

Bluestone

tural design as building needs were met with machine-made substitutes for natural stone, such as vinyl and metal siding, split-face masonry block and synthetic stone. As these more economical, readily available substitutes became more prevalent, the appearance of natural stone in homes and buildings lessened. "The traditional construction techniques and materials could not keep pace with the demand at the time in terms of price, capacity and production. Concrete, steel and aluminum came of age after WWII as pre-eminent building materials, and, in the end, the demand for traditional building bluestone diminished," Frazier says. The builders of the time began utilizing more affordable materials but often at the cost of the authenticity and beauty that natural stone can bring.

Frazier Quarry and the Rebirth of Bluestone

Since long before World War II, the Frazier family has been dedicated to the production of natural stone products. Founded in 1912, Frazier Quarry began — and is still — a reliable, family-owned and -operated business. "Even during the decline of bluestone production after WWII, Frazier Quarry has always produced Shenandoah Valley bluestone — from crushed stone to split and sawed products," Frazier states. In fact, the most significant aspects of Frazier Quarry that have changed during 95 years are the methods and technologies used for quarrying bluestone. If only the workers from decades ago could see the high-tech quarrying methods employed by Frazier Quarry today, they would be astounded.

First, Frazier starts with only the best stone from deep within the earth, where intense pressure applied over thousands of years has made the most dense, durable bluestone. In fact, Frazier Quarry's source of bluestone is the only one of its kind for hundreds of miles. To quarry the stone, Frazier Quarry employs innovative hydraulic technology and advanced quarrying methods to ensure that the deep, rich slabs are extracted precisely and efficiently. What would have taken weeks to quarry years ago can now be done in a day. The end product is Stonewall Grey, Frazier Quarry's line of natural bluestone. What's so special about Stonewall Grey is that it's the exact same kind of stone used in landmark homes and buildings across the Shenandoah Valley, but in easy to use variations and at an affordable price.

After quarrying, Frazier Quarry employs a stone splitting and cutting system. First, Frazier utilizes a powerful stone splitter — the only one of its kind in the region. With the splitter, craftsmen hand-select and cut each piece of bluestone according to its own unique grain and texture. Cut pieces can range from thin wall-stone and flagstone to larger building blocks. This process dramatically minimizes the amount of time and cost needed for a stonemason. Second, Frazier Quarry utilizes its state-of-the-art diamond saws. These specially-designed pieces of equipment are capable of sawing bluestone to precise dimensions, making it possible for architects to specify trim pieces, such as coping stone, steps, sills, lintels — the possibilities for application are almost limitless.

Stonewall Grey: Today & Tomorrow

Evidence of the return of bluestone can be seen in construction and landscaping projects across the Valley. One prime example lies in one of the most notable sites for historic bluestone construction in the area: James Madison University. Projects like the 900-car parking deck at JMU represent a move back to the tradition of bluestone on campus. Not only is the parking deck functional, but it also embraces the architectural heritage of the university by featuring a veneer of Stonewall Grey bluestone. "More value is being placed on tradition at JMU," Frazier states. "The university is supporting its growth needs more and more with donations from its alumni and local residents, who appreciate the classic look of bluestone architecture." Bluestone has always been a part of the history at JMU: from the walls of the buildings on JMU's famous Quad, to the base material in JMU's concrete, paved roads and sidewalks. And now, a whole new era in the history of bluestone is unfolding — not only for JMU, but also for the entire Shenandoah Valley.

Gibbons Hall

Junior Hensley's Career Spans the Changing Face of the Facilities on the Campus

Fishing is one of Junior Hensley's favorite retirement hobbies.

An entirely new look appeared on the Madison College campus in 1964 with the construction of Gibbons Hall. This structure was circular and built with red brick, which was a change from the signature bluestone look. It was also the first major building built on "back campus." Former Nielsen employee Junior Hensley was the superintendent who oversaw construction of Gibbons. He remembers, "I had to hire a math teacher to figure out the angles on that building. I didn't have the education to do it. So, I hired Swanson Williams, a teacher at Montevideo High School. By the end of the job, I understood the math."

Junior remodeled Gibbons twice following the original construction. In 1972, air conditioning and refrigerated rooms were added. Again in 1990, Gibbons was remodeled to accommodate a new food service vendor. The exterior was also remodeled at that time. Former Nielsen Vice President Jim Gilkeson also worked on Gibbons Hall. He says, "Junior was quite innovative. He kept plans under his bed. If he thought about something in the middle of the night, he would check the plans. He always double-checked everything. He was a good person to work with."

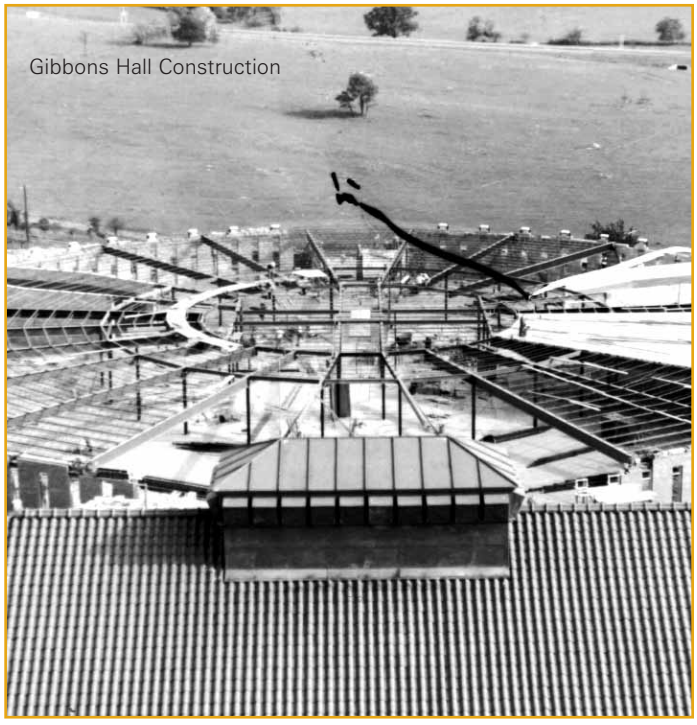
In 1975, Junior supervised the Miller Hall construction. By this time, the cost of quarrying bluestone had skyrocketed. In order to blend in with the existing bluestone buildings, Miller Hall was constructed from precast aggregate stone panels that complemented the bluestone. The stone, which was also used on Carrier Library, came from Cast-A-Stone Company, Raleigh, North Carolina. Mr. Gilkeson recalls driving to Raleigh once a month to inspect the stone panels. "I would leave early in the morning and drive to Raleigh to check the stone and take pictures of it. Then I would drive to Richmond to show the pictures to the architect. It was about a 23-hour day for me." The molded stone panels were delivered via a tractor-trailer on an A-frame. A crane was used to unload and erect the panels.

Showker Hall, constructed in 1991, was one of Junior's most challenging projects. The marble for the entrance lobby was manufactured in Italy. Junior's task was to review the shop drawings and determine the exact cut of the marble. Working with Standard Tile in Staunton, the marble was ordered and laid. Junior recalls that at the end of the job, only two more tiles were needed to finish it, and "it took three months to get those two tiles."

The final project he worked on was UREC in 1996. Junior says this was his favorite building at JMU. "It was completely different from anything else I had worked on at JMU. It had large colored concrete panels that were manufactured in Canada. They could only transport two at a time, so it took a while to haul them. It was my most challenging project," he says.

Junior remembers his good relationship with former JMU President Dr. Ronald Carrier. "He used to come by often, and he always had something good to say. Everything was on the positive side," he says. Junior says that during one time, he spent ten years on the campus without leaving. "Dr. Carrier wanted to give me a diploma," he laughingly recalls.

Junior, who started with Nielsen in November 1948, retired in 1997. His work at James Madison University was a significant part of Junior's 48-year career.



Gibbons Hall Construction

Opening of CISAT

Begins New James Madison University Era

In 1988, Virginia Gov. Gerald Baliles created a commission to look at how Virginia colleges and universities were preparing students to meet the technology challenges in the 21st century. Dr. Ronald Carrier, then-president of JMU, and the JMU Board of Visitors appointed the JMU Greater University Commission to consider this issue. The commission presented its report on December 15, 1988.

One key proposal stated, "JMU should establish a program which builds on the knowledge of science and mathematics but incorporates a commitment to society and human beings.... It would be a logical extension to locate new facilities across Interstate 81 from the old campus," according to "A History of the Founding of the College of Integrated Science and Technology," by Richard M. Roberds, Ph.D.

Approved by the State Council of Higher Education for Virginia in 1992, the College of Integrated Science and Technology (CISAT) hired its first provost, Dr. Lyle C. Wilcox, in 1992. The college had been approved, and professors and administrators had been hired, but they had no real home, and were scattered around campus.

In the summer of 1993, CISAT was offered a smattering of trailers, known as Biology Village, across I-81. This served as the first CISAT campus. In the fall of 1993, the new program officially began, and the first freshmen were admitted. Initially, the college included the integrated science and technology program, as well as the computer science department, which became the first department within CISAT. In January 1994, Health and Human Services joined CISAT.

photo courtesy of JMU

The new college didn't remain in the Biology Village for long. "During the summer of 1993, JMU learned that a group of some 50 component trailers, joined together to form a single building as office space for the IBM Corporation in Manassas, Virginia, was available to the university. When the 50 trailers were appropriately joined to form a single structure, the building became a two-floored structure called 'The Modular Building' that encompassed some 33,000 square feet of space," according to "A History of the Founding of CISAT." The Modular was ready for action in January 1994.

Dr. Jack Ramsey became the second CISAT provost in 1994, when Dr. Wilcox accepted a position at Marshall University. Provost Ramsey faced the challenge of building the new campus for the expanding college. President Carrier first needed to attend to a critical detail — that is, gain approval and funding for a new bridge across I-81, which would link the two campuses together. His powers of persuasion worked, and the groundbreaking for the new $1.7 million bridge was held on Oct. 26, 1994, and it was completed a year later.

Construction of the first CISAT academic building, A-1, started in 1995. JMU wanted a different look to the east side of campus with a new feel. The CISAT image needed to project a new, innovative, cutting-edge image. "The building ... and the tower 'provides a counterpoint' to the tower at Wilson Hall, linking the old with the new, according to the CISAT master plan.... The first building also has a forum area ... that will face northwest toward Wilson Hall to 'emphasize the relationship' with the main building on the old campus," according to a July 12, 1993, article in the Harrisonburg *Daily News Record* by Sharon Brown. Nielsen built the first academic building on the east side of the campus, as well as every subsequent building on that side of campus.

A general obligation bond approved in 1992 provided the funding for this first building. Nielsen was the low bidder, with a bid of $13.8 million. The building measured 91,226 square feet and was three-and-a-half stories tall. Included in A-1 were 15 classrooms, nine science laboratories, a 175-seat auditorium, meeting rooms and 60 faculty office spaces. The dedication for the new building was held Oct., 1997.


photo courtesy of JMU

According to "A History of the Founding of CISAT," "The building was architecturally designed to stand with dignity as it looked across the campus valley and faced Wilson Hall, the ... lynchpin of the traditional JMU campus. The first CISAT building, with its attractive bell tower, would stand as a gateway — the entrance to the new CISAT campus." Groundbreaking ceremonies were held on March 14, 1995, with August 1997 marking the completion of A-1, which was named the ISAT/CS building.

According to Donald Cosgrove, JMU director of facilities, (from "A History of the Founding of CISAT"), "Due to some difficulties with the foundation, we are looking for funds to cover unforeseen costs. We are also a little behind schedule because we hit rock when we began construction. We did a geographical investigation before construction started, but we missed the rock. Despite the difficulties, though, Nielsen Construction Company has done a great job of minimizing construction delay."

The second academic building, A-2, was designed for the Health and Human Services departments and the Center for Geographic Science, which had joined the CISAT ranks in 1996. The Virginia General Assembly approved the funding in 1998, with groundbreaking on July 17 of that year. The new $24 million building was planned as a single large building of 187,000 square feet. A-2 would become the largest academic building on the campus. It included three auditoriums, four floors of classrooms, faculty offices and laboratories. Completion of A-2 meant that all seven academic departments in CISAT were together. Also constructed in 1998 was the first student residence hall on the East Campus, Potomac Hall, named for the Potomac River. This five-story dorm houses 430 students.

Dr. Jerry Bensen

1998 also saw the construction of the Festival Conference and Student Center, which was expanded two years later. Included in this building are a food court, conference and meeting rooms, and recreational facilities. The Festival Center is widely used by both the university and the community for banquets, special events and receptions.

Upon Dean Ramsey's retirement in the fall of 1998, Dr. Charles W. Reynolds was appointed as interim dean. He focused his efforts on strategic planning, and thus CISAT's first college mission statement was developed: "The College of Integrated Science and Technology is a college of professional programs that use science and technology to enhance quality of life in the modern world."

Other major changes occurred at JMU in 1998, the most significant being Dr. Ron Carrier's announcement that he intended to retire. On March 27, 1998, Dr. Carrier was designated as the first JMU chancellor by the Board of Visitors. The Board of Visitors named Dr. Linwood Rose as JMU's fifth president on September 9, 1998.

In 1999, Dr. Reynolds completed his year as interim dean, and Dr. Jerry Benson took over that role. He saw the completion of the new Health and Human Services Building, A-2, in the summer of 2000. According to "A History of the Founding of CISAT," "It might be said that the fall 2000 dedication ceremony for the new building was a 'smashing success' in that President Rose physically united the two buildings when he took a sledgehammer and smashed down a plywood barrier wall that separated the two buildings. For the ceremonial breaking, the plywood wall had been erected across the spine that connected the two buildings."

In 1999, the second residence hall was completed. Chesapeake Hall, named for the Chesapeake Bay, accommodates more than 400 students and is five stories high. In 2002, the Leeolou Alumni Center was built adjacent to the Festival Center. With 19,000 square feet, the center provides ample room for alumni events and office space.

The third phase of the CISAT academic cluster, A-3, was built by Nielsen and completed in November 2004. The building is a three-and-a-half story, 89,484-square-foot physics and chemistry laboratory facility. A-3 is linked to the HHS Building by an enclosed connector, which includes a tunnel underneath to interconnect it with existing utilities serving the HHS and ISAT/CS buildings.

The newest building on the East Campus is a library, which is currently under construction. This 106,000-square-foot, five-story library is slated to open in the spring of 2008. The library is intended to be more of a learning center and will include the university's science and technology works. The new library will be open to students 24 hours a day. The Center for Instructional Technology and the Center for Faculty Innovation will be housed on the fifth floor. These programs are designed to encourage faculty innovation and research. The library was designed with flexibility in mind, so areas could be rearranged to suit changing needs.

Dr. Benson, named dean in 2000, notes that the concept of CISAT wasn't readily accepted by all faculty members, who felt that traditional science programs were sufficient, and there was no need for a "special" new college. He says, "The notion to start this new college did raise questions on campus. It was new and different, and people were apprehensive at first."

Dr. Benson explains that one of the challenges encountered during the planning was designing the ISAT program so it would be a true integrated applied program, not just a compilation of courses. The intent was that its curriculum and experiences would provide an education for students that was "real life," that is, relevant to the needs of industry and society. CISAT students focus on "always reaching out and trying to solve real world problems. Let's do it and learn by doing," he says.

Dr. Benson says of CISAT, "When people hear the name, we want them to think new, innovative, responsible to society and problem-solving." Dean Benson thinks this college has been a good stimulus for the university, with the collaboration and cross-disciplinary work pushing the envelope for the university.

The CISAT approach is unique and uses thematic instruction. A problem is approached using many different angles, such as science, technology, business, social context and policy. Dr. Benson says, "Our students are interested in solving human problems." He predicts, "The future of CISAT remains in staying fluid and dynamic and changing, in always being responsive."

He goes on to say, "The world needs entrepreneurial thinking in science and technology. Health and human services are constantly changing."

Dr. Benson envisions an extender program of expanded health care. "Let U.Va. train the doctors. JMU can offer training that will extend the physical care, like physician's assistant programs, nursing and community health workers. There is a great need for more health care workers, for more workers to expand into marginalized communities."

He added, "We must consider what the needs are and the unique way we address the needs. Perhaps we could work with RMH in a collaborative manner and look beyond simply health care. For instance, research could be done on a radio-frequency ID tag for patients, so doctors would always know where their patients are. JMU is interested in thinking differently about how we can work together with other organizations and agencies."

Looking to the Future: SRI Comes to Town

SRI International announced in December 2006 its decision to locate a research facility in Rockingham County, just north of Harrisonburg. SRI International is an independent, nonprofit research institute conducting client-sponsored research and development for government agencies, commercial businesses, foundations and other organizations. SRI also brings its innovations to the marketplace by licensing its intellectual property and creating new ventures.

For 60 years, since its beginnings when it was called Stanford Research Institute, SRI's strengths have been the staff's world-leading expertise and passion for working with clients on important challenges.

One primary reason for SRI's decision to locate here was the ability to partner with JMU. Dr. Benson says, "The culture of SRI and JMU are a great match." He says that in their broad search for a new location, SRI did not find another group and culture comparable to JMU across the country. He added that change is part of the JMU culture, which helped JMU attract SRI. SRI plans to start work on the JMU campus in 2007 until their building is completed. They will invest in a state-of-the-art lab, which will be available for JMU's use after SRI moves into the new building. Dr. Benson predicts "wonderful spin-offs from SRI."

U.S. News and World Report has ranked JMU as one of the 35 top schools in the nation for undergraduate research. The amount of funding for sponsored programs has grown tremendously. Dr. Benson says that JMU students have the opportunity to do research comparable to graduate students at other schools.

The evolution from a teachers' college to a top-notch research institution was a natural evolution, says Dr. Benson. The university is still committed to the ideal of a teachers' college. The sciences taught under both the College of Science and Mathematics and CISAT still contribute to education. All the programs at these colleges work together to ensure high-quality education in the K-12 sector.

Today, CISAT includes nine academic departments: Computer Science, Communication Sciences and Disorders, Health Science, ISAT, Kinesiology, Nursing, Psychology, Graduate Psychology and Social Work. CISAT offers 17 undergraduate degree programs, 15 master's degree programs, three EdS degree programs and four doctoral programs. Today's CISAT student body includes more than 4,000 students, a dramatic increase from the 150 women who started classes at the State Normal & Industrial School for Women on September 30, 1909.

JMU is flexible and fluid, its changes over time truly embodying its mission statement: "We are a community committed to preparing students to be educated and enlightened citizens who will lead productive and meaningful lives."

by Patricia L. May

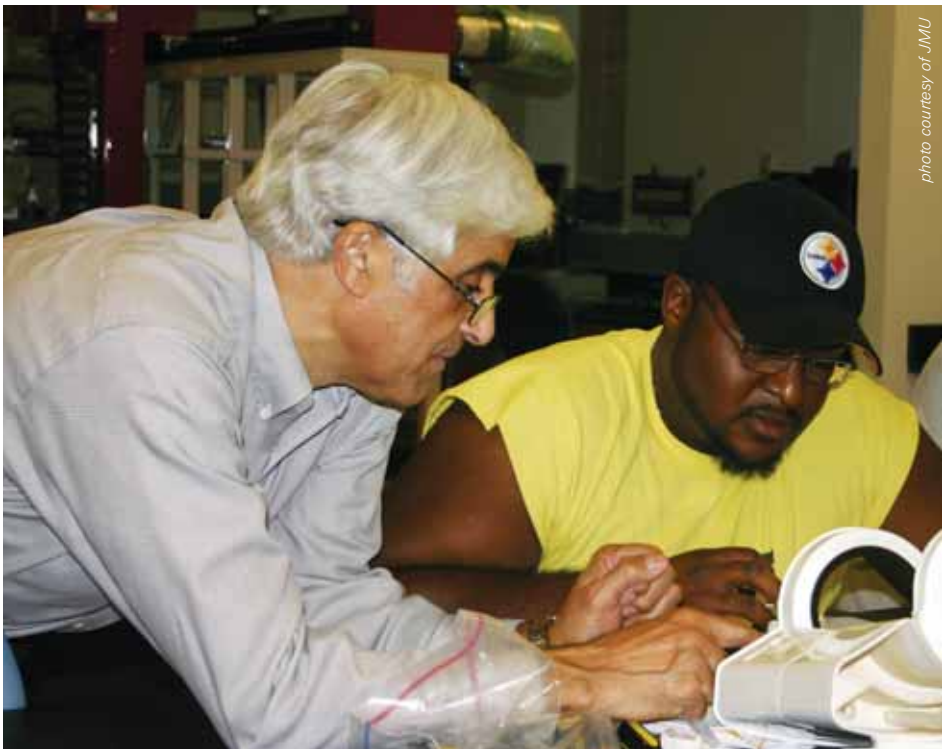


photo courtesy of JMU

Rick Smith, Riddleberger Brothers; Mike Blankenship, JMU; and Tommy Emerson, Nielsen, review plans.

SPOTLIGHT on Tom Emerson, Superintendent

Tom Emerson has worked for Nielsen for 22 years, since June 1985. He is currently the superintendent for the new library on the east side of the James Madison University campus. Some of his other key projects include Ft. Defiance High School, Buffalo Gap High School, Bridgewater Church of the Brethren, BRC Maple Terrace and Lake Prince in Suffolk.

Tom's other JMU experiences include the finance building (Massanutten Hall) and the Physics and Chemistry Building (A-3) on the east campus. He remembers that the A-3 job "went well, although there were challenges when the architect 'closed his door' halfway through the project, and we had to complete it without an architect." He adds, "There were lots of different systems in that building, and it took a lot of coordination to make everything fit."

He says the library is going well so far. "We have a very tight schedule. It's really weather-dependent until you get it under roof. Right now it's scheduled for completion in the spring of 2008." He laughs, "I enjoy working at JMU. I keep telling them to give us more work — they're my retirement plan."

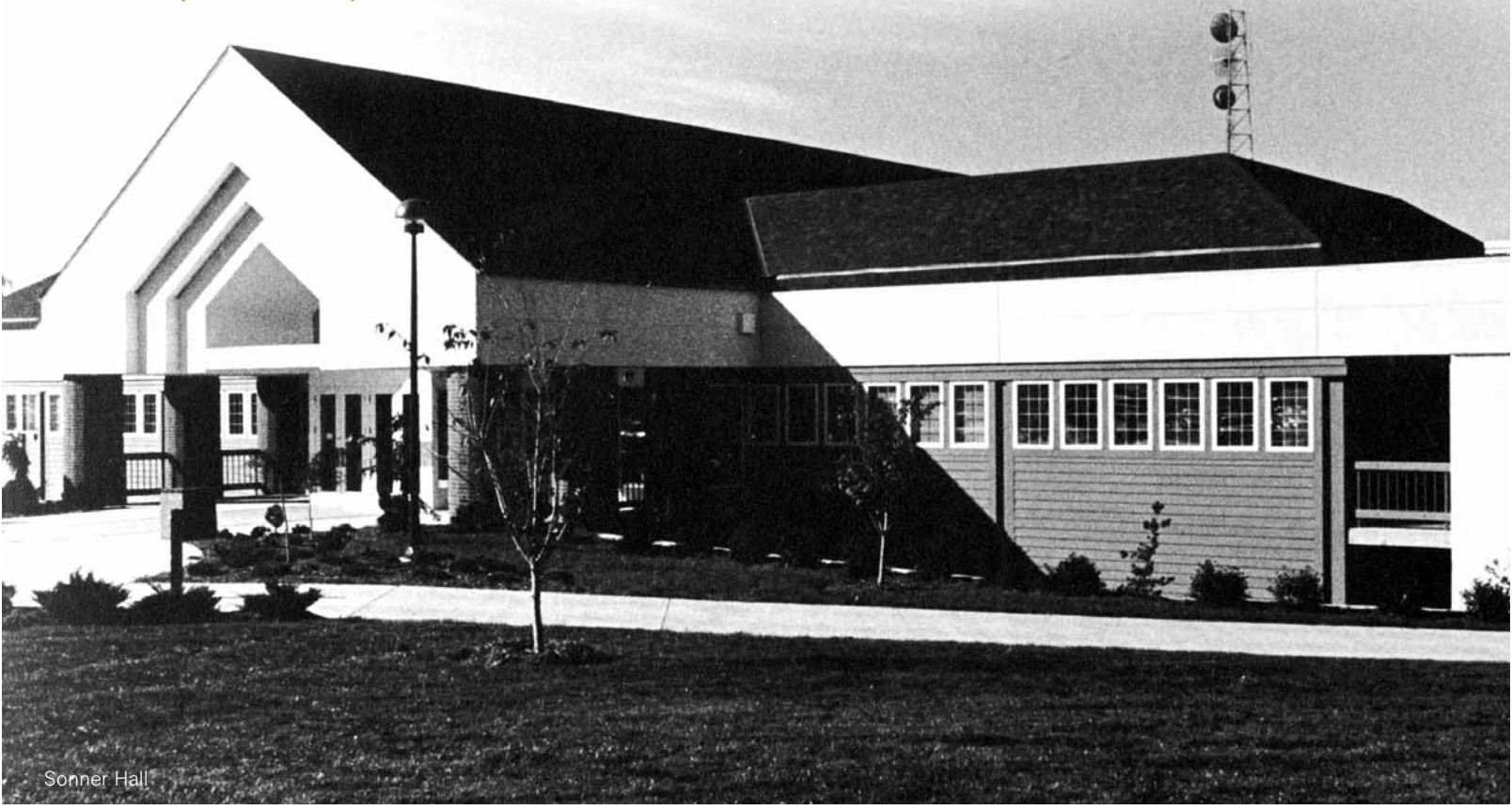
He recalls, "One of my most interesting jobs was Suffolk, the Lake Prince job. I took my family down there. I commuted for the first six months, then moved the family down after the school year ended. My wife wasn't working, and she and the kids went to the beach a lot and really enjoyed it." Two of the kids attended one year of school there. After the Suffolk schools, the kids appreciated what they have here more. "My older daughter made me promise to never [move the family] again," he says.

Prior to working for Nielsen, Tom worked in residential construction, first with Shenandoah Construction, then with Bobby Cook. Bobby had worked for Nielsen prior to starting his company, so he helped Harold Custer and Tom get jobs at Nielsen when the residential market slowed down. He says he did like residential work, because you could really see what you had accomplished at the end of the day. Commercial work is good because it has so many different aspects, and the work is year-round, he notes.

Tom, who grew up in Bridgewater, graduated from Turner Ashby High School, and studied carpentry at Massanutten Technical Center. He and his wife, Sherry, have three children: Chloe, 14; Nia, 11; and Elijah, 7. Tom enjoys bow hunting in his spare time, which he doesn't have too much of these days. He is literally building a new home for his family in Ft. Defiance. He plans to have the family moved in before Christmas this year.

JAMES MADISON UNIVERSITY FOOTBALL PROGRAM BEGINS

Changing James Madison University from a women's teachers' college to a true co-educational liberal arts institution took many years. One key factor in the culture change was the addition of men's athletics, particularly football.



Sonner Hall

Dr. Ray Sonner, former senior vice president at JMU and former director of the JMU Foundation, says, "Before football, if someone said 'Madison College,' people thought of a women's college. We needed to do two things to change the mindset — have men's sports and change the name to a university."

He recalls the first football game. The game was scheduled to be played at Harrisonburg High School, since the college didn't have a field. Dr. Sonner says it rained the night before the game, so the high school didn't want Madison using the field. He remembers, "Dr. Carrier, O. Dean Ehlers and I lined the field next to Godwin Hall, and put up goalposts. I watched the game from the back of my truck." The Dukes lost that first game on Oct. 7, 1972, against Shepherd College's junior varsity team. As a matter of fact, the Madison team didn't win a game — or score a point — during that first year. A few years later, the tide had turned when the Dukes beat the Cavaliers 21 to 14 at Virginia in 1982. "Beating U.Va. got everyone's attention," he adds.

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James Madison University's Robert and Frances Plecker Athletic Performance Center

Conveniently located adjacent to Bridgeforth Stadium/ Zane Showker Field, the Robert & Frances Plecker Athletic Performance Center provides James Madison University athletics with one of the nation's top student-athlete support facilities.

Opening during the spring 2005 semester, the two-story Plecker Center brings nearly every facet of the JMU football program into one structure. And while much of the center's space is football-related, its support facilities provide tremendous benefits throughout the JMU athletics program.

The center houses locker, equipment, office, meeting and reception areas for the football program. It also includes academic support areas used by each of the university's 28 intercollegiate sports programs; state-of-the-art sports medicine, strength training and conditioning facilities; reception areas that include JMU's Athletic Hall of Fame; and a student-athlete lounge. A large Duke Dog is positioned in the Dean and Joanne Ehlers Community Plaza in front of the facility.

The spacious and attractive football locker room, which opens to the stadium field, has individual wood lockers, carpeting, and extensive modern audio and video equipment.

The football staff area includes offices for each of the team's coaches, staff meeting and video areas, and large- and small-group meeting facilities.

The academic support area has a state-of-the-art computer lab, individual office areas for each academic support staff member, large and small areas for meetings and study groups, and areas for personalized tutorial sessions. The academic facility is named for Challace McMillin,

JMU's first football coach (1972-84) and a long-time university faculty member.

The 7,000-square-foot strength and conditioning area features an extensive array of equipment, in addition to two 45-inch flat-screen televisions connected to digital cameras, allowing the strength and conditioning staff to train with athletes and provide immediate visual feedback regarding their efforts.

The center's 5,000-square-foot sports medicine facility provides an outstanding addition to the sports medicine and health care services provided to all JMU student-athletes. Included at the center are functional rehabilitation and hydrotherapy areas and physicians' and administrative office areas. The facility, which is among several sports medicine areas at JMU's various athletics venues, also provides for enhanced educational opportunities for students in JMU's athletic training curriculum.

JMU announced plans for the Plecker Athletic Performance Center during the fall of 2001, and construction on the $10-million project began during August 2003. Also included was the addition of an on-campus facility for JMU's track and field, field hockey and lacrosse programs that previously used the Bridgeforth Stadium/Zane Showker Field complex.

The center is named for Harrisonburg's Robert and Frances Plecker, who provided a major gift for its construction. The stadium playing field is named for Harrisonburg businessman Zane Showker, who was another major contributor to the project, as was the Winchester-area Bridgeforth family for whom the stadium is named.

Other contributors to the project also are recognized. The center's primary entrance area includes the names of major donors; columns at the front of the structure include donor names; and meeting rooms, offices and benches in the plaza area outside the center's main entrance include the names of contributors. Names of other contributors are included on stones that are part of the center's front plaza. The plaza is named in honor of the family of Dean Ehlers, JMU's athletics director from 1971-93.

This information is from the James Madison University Web site, http://www.jmusports.com/Team/Stories/27_3234.asp?TeamID=27.

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Dr. Ray Sonner

Dr. Sonner came up with the idea for an English bulldog to become the team mascot. He says, "We had a graduate student who lived in Pearisburg. She raised English bulldogs. The thought occurred to me: when you think of dukes and royalty, you think of old English bulldogs waddling around. Plus, if you have English bulldogs, people want to donate."

The idea was well received, and a group traveled down to Pearisburg and picked up the first dog, named the "Duke of Dilwyn." The college had three more English bulldogs, which were cared for by employees.

Dr. Sonner says the mascot was introduced at a George Mason University basketball game after the team was introduced, and the crowd "went crazy." Over time, it was decided that it wasn't such a great idea to have a dog going in and out of buildings all day. They contacted the company that makes the Walt Disney costumes and had them make a Duke dog costume, thus ending the need to have a live English bulldog.

When asked about his favorite building on campus, Dr. Sonner says, "Godwin is my favorite. It changed the nature of campus. It was so important; Godwin gave us a place for athletic performances. It gave us opportunities to field athletic programs and have tournaments. It's an exciting building." Then he jokingly adds, "Really, my favorite is Sonner Hall. I would have picked it even if it weren't named after me."


Sonner Hall

JMU Head Football Coach Mickey Matthews

SPOTLIGHT
on Mickey Matthews, Head Football Coach, James Madison University

James Madison University welcomed Coach Mickey Matthews to the campus in 1999. He coached for several universities prior to moving to Harrisonburg, including Georgia, Marshall and Southwest Texas State, to name a few. Coach Matthew's eight years with JMU represent his longest coaching stint.

"I've had chances to leave," he says. "It's the quality of life here. I enjoy the people I work with at JMU on a daily basis. The area is beautiful. I enjoy living in this town. You can really appreciate it when you're from the flatlands of Texas. In fact, a nearby town was called 'Notrees.'"

Coach Matthews has noted many changes since he came on board. "I've noticed the improvement of our facilities. When I took the job in '99, I was amazed at the lack of facilities from a football point of view." He shared his observations with the administration, and they agreed. The university has made dramatic improvements in facilities, including building the new $9.8 million Robert and Frances Plecker Athletic Performance Facility, which opened in spring 2005.

Coach Matthews is pleased with the new facility. He says, "The Plecker Center has totally changed our football program. We've had only one recruiting class, who are our freshmen now. This is the best group we've ever signed. It's because of this building. The Plecker Center helped the entire atmosphere. On game day, when people come here, it has the feeling of a big game day, including the scoreboard."

He adds, "We only have the recruit here for 48 hours, not two weeks. Often, it's their first trip to Harrisonburg. We need to impress them fast, and the Plecker Center does that." Coach Matthews says the Plecker Center has become central to athletics at JMU. "The McMillin Academic Support Center on the second floor is the heartbeat of all athletic teams. Students from different athletic teams have the chance to meet each other and get to know students from other sports teams."

The support center offers regular tutoring in math and accounting, as well as tutoring in other subjects as needed. With a 36-seat computer lab, study and meeting rooms, and adequate space for tutoring, the Plecker Center is ideal for the student-athletes. "The thing we're most proud of at the Plecker Center is that there is no dead space. Every room is used from 7 a.m. to 10 p.m. every day," the coach says.

Coach Matthews explains that having the Plecker Center available actually improves team morale. Prior to the opening of the Plecker Center, there was no central meeting place for student-athletes. They met all over campus, wherever they could find an empty room. "Now, the morale is tremendous," he says.

Coach Matthews is enjoying his JMU experience. "All my coaching experiences have been different. Each school you work at is different. JMU is unique; it has a unique combination of academics and athletics that's very rare. It's been fun. JMU had never won consistently before. It's been fun watching everyone get excited about JMU football."

He notes that Bridgeforth Stadium can seat about 14,000 fans. "The last two years, we've sold every ticket. When I took this job, that was not the case. We now laugh about e-mails we get from folks who can't get into the games. This is a new experience. In the old days, we couldn't fill the stadium."

The highlight of Coach Matthews's JMU career was winning the national championship in 2004. "You don't realize how few guys get it. It's humbling when the national conference honors the winners. You realize there are so few."

When asked about goals for next season, he replied, "Really, we have the same goals every year: win the conference championship, make the national playoffs, and win the national championship. Our motto is: 'If you reach for the stars, it's okay if you land on the moon.'"

With the new Robert and Frances Plecker Athletic Performance Center, a very focused football coach and a dedicated team of pigskin players, the JMU Dukes look forward to a successful 2007 football season. Coach Matthews predicts, "We'll make a run for the national championship next year. We're in the hunt for it. We believe in it."

by Fred Hilton,
Director JMU Centennial
Celebration

James Madison University: A Cente

James Madison University was born out of a political compromise.

The events leading to the founding of the Normal School that would become JMU began in the early part of the 20th century. At that time, interest in public education grew rapidly in Virginia and led to the call for the creation of a new normal school for the education of women teachers.

("Normal" schools were so named because they were supposed to set the standard — or "norm" — for excellence.)

The 1902 session of the Virginia General Assembly appointed a special committee of two state senators and three delegates to study the establishment of a normal school for women that would also offer industrial training.

There was widespread competition among Virginia cities and towns that wanted to be the site for the new school. The legislative committee visited 28 locations throughout the state — from Wytheville to Newport News, from Alexandria to Martinsville.

Citizens of Harrisonburg, along with the other cities and towns, lobbied long and hard to acquire the new school. A mass meeting of local citizens at the Rockingham County Courthouse on Jan. 4, 1908, drew a large and enthusiastic crowd in support of the Harrisonburg site for the normal.

When the 1908 session of the General Assembly began, the state was ready to appropriate funds for the new normal.

The debate among the legislators quickly boiled down to three finalists: Fredericksburg, Harrisonburg and Radford.

State Sen. George B. Keezell and Delegate P.B.F. Good of Rockingham County led the efforts for Harrisonburg in the state Senate and House of Delegates.

Radford was eliminated from the debate, but the two houses of the Legislature were split on their choices: the state Senate backed Harrisonburg and the House of Delegates supported Fredericksburg.

A compromise was cut, allowing the creation of two new normal schools. Harrisonburg would receive start-up funding in the 1908-09 fiscal year and Fredericksburg the following year.

The bill passed both houses in March 10, 1908, with Gov. Claude A. Swanson signing the bill on March 14 that created both the State and Normal School for Women at Harrisonburg and the State and Normal School for Women at Fredericksburg. Both institutions are now preparing to celebrate their 100th anniversaries.

That week, Editor Adolph H. Snyder of *The Daily News* — a long-time vocal supporter of the normal — wrote and printed a 20-line poem in his newspaper that began:

> The Normal's come to Harrisonburg,
> And Oh! My lawsy daisy —
> All the folks around this town
> Are just a-runnin' crazy.
>
> Snatch it 'way from Fredericksburg,
> Knocked Manassas silly;
> Good and Keezell are the men —
> They got it willy-nilly.

When Sen. Keezell and Delegate Good returned to Harrisonburg, they were greeted by a throng of local residents at an enthusiastic reception. *The Daily News* said Harrisonburg had not given such a warm welcome to anyone since President William McKinley visited the city in 1899.

The welcome rally included a parade through the city and a public meeting at a packed Assembly Hall in the courthouse. At the meeting, Harrisonburg Mayor O.B. Roller called it "the proudest moment in the history of Harrisonburg."

The Harrisonburg school began classes on Sept. 30, 1909, with an enrollment of 150 and 15 faculty members in two buildings on a 50-acre campus.

Today's James Madison University has more than 17,000 students, a faculty and staff of 100 and about 100 buildings — as well as a large lake — on a 655-acre campus of rolling hills.

As JMU enters its second century, the university is celebrating its centennial by recommitting itself to serving the people of Virginia and the nation.

nnial Celebration

JMU has changed greatly since it was founded on March 14, 1908. The institution went through several name changes before becoming James Madison University — the only university in America named for the fourth president of the United States and the father of the U.S. Constitution.

Mr. Madison's abiding philosophy was that service to one's nation and to fellow human beings is vital to living a full and satisfying life. The university endeavors in all that it undertakes to instill Madisonian qualities among its students. The JMU experience stresses student involvement in the classroom, the laboratory and in activities both on campus and in the community.

JMU is one of Virginia's largest universities, but it is also one of the most popular institutions of higher learning in the state — attracting some 22,000 highly qualified applicants from around the country for only 3,900 places in the entering class.

Demonstrating its strong commitment to the commonwealth of Virginia, JMU maintains an in-state enrollment of about 70 percent. The remaining students come from throughout the United States as well as scores of foreign countries.

JMU's immense popularity is warranted by its many accolades. *U.S. News & World Report's* highly regarded poll of academic quality annually ranks JMU as the top public master's-level university in the South. Other surveys give JMU high national rankings in areas including the university's strong emphasis on undergraduate research, its accountability, its programs in business and many other academic fields, its continuing encouragement of student volunteerism — even the high quality of food in JMU dining halls.

JMU's size allows it to offer a broad range of academic offerings with more than 100 degree programs on the bachelor's, master's, educational specialist and doctoral levels. At the same time, the university is student-centered and maintains its long-standing tradition of focusing on the individual student.

Superlative teaching has been a cherished part of JMU's heritage since the school was founded a century ago. Today, as always, a close student-teacher relationship exists.

All of these qualities of James Madison University reside in a picturesque and beautifully landscaped campus in the center of Virginia's majestic Shenandoah Valley.

Dr. Linwood Rose

The Future Direction of James Madison University

Dr. Linwood Rose

Dr. Linwood Rose became the fifth president of James Madison University in September 1998. In his inaugural address, he articulated several goals for the university's future, including securing a higher level of resources to support the faculty, staff and programs. Dr. Rose is focusing much of his energy on raising more funds for the university.

He says, "I think that James Madison University can be one of the great universities of this century. Those great universities are the ones that reach out into the community and society to transform the power of knowledge into positive change, into solving the major problems of our time, such as disease, poverty, energy, environment and global conflict." The faculty continues to research timely issues, such as alternative energy, cloning proteins, and eradicating land mines. Dr. Rose notes, "We are focusing our energies on these types of problems. We are engaged in society, on solving the big problems of the day."

Dr. Rose notes that solving wide-ranging problems requires multidisciplinary work. JMU's faculty and research staff work under this type of multidisciplinary approach. "This is one reason SRI decided to come here. They felt that their corporate culture aligned well with the culture at James Madison. In fact, SRI says they haven't found a culture similar to ours in any other university," he adds.

He says he believes that in addition to offering an exemplary science and technology curriculum, the university needs to enhance its fine arts curriculum. Dr. Rose says, "I think it's the time for the arts. Things tend to be cyclical. In the '80s, there was a rapid expansion of the business program. In the '90s, it was science and technology. The new Performing Arts Center will be a bookend on the west side of campus, with the science and technology ISAT building the bookend on the east side of campus. A comprehensive university needs to offer both, and do it well. We want to build a state-of-the-art facility, which will be a superb teaching facility, as well as a performance venue enjoyed by the entire campus and community."

He adds, "It's not an accident that we looked at locating across from Wilson Hall. This will be the largest construction project ever undertaken on the campus. It will be a little smaller than Godwin, encompassing a city block. We wanted to make a symbolic gesture that the arts are important, so we aligned the Performing Arts Center on the same axis as Wilson Hall." The new Performing Arts Center will be constructed of native bluestone, which will match the original structures on the Quad. The arts center will also have a red tile roof, complementing the style also used on the Quad. Native bluestone accent panels are also being used on the new parking deck, which is currently under construction.

The Performing Arts Center will be bid this summer, with a fall construction start date. Construction will take approximately two-and-a-half years. Dr. Rose thinks the new center will be very welcoming to the community. He says, "The new center will be a much more hospitable venue for the local community because of the parking deck. It was daunting for community members to attend performances in Wilson Hall. It's difficult to find a place to park. The new center will be adjacent to the parking deck, with a covered entryway."

When asked about his greatest challenge since taking over as university president, Dr. Rose replies, "The greatest challenge has been manag-

ing the demand to attend the institution, while ensuring that you have the resources available to enhance and maintain quality." He goes on to talk about the importance of fundraising for the university, which is currently in the midst of a $50 million capital campaign.

In fact, Dr. Rose believes his greatest accomplishment has been transforming the JMU culture into a culture of fundraising, of obtaining private support for the university. He says, "We are working to make fundraising a regular part of our operations and routine. We can't depend on the state and students and parents to fund the kind of quality programs we want to provide."

The president is also proud of the fact that survey results from last year indicate that 93 percent of students are satisfied or very satisfied with their college experience. He is proud of the student involvement across the community in numerous nonprofit and philanthropic organizations. He regularly hears that boards and committees in the community rely heavily on James Madison University faculty and staff for board membership and volunteer support. He says, "In the past eight or nine years, we have tried to cultivate a culture of leadership throughout campus. We want people to feel they can be part of a successful organization and be part of leading the effort of success. In the long run, we need that kind of solid leadership base to ensure that our success is sustainable."

Dr. Rose says he believes the local area enhances the university's appeal. "We're also blessed to be in the Shenandoah Valley and Harrisonburg and Rockingham County and have this kind of natural setting around us. It is clearly an advantage in attracting quality faculty and students."

As James Madison University prepares to celebrate its centennial next year, President Linwood Rose continues to focus on his vision of ensuring that JMU will be one of the great universities and will be a nationally recognized leader during its second century of success.

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