



CONSTRUCTION INDUSTRY INSTITUTE

BUILDING EXCELLENCE



2024 Annual Report



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CII MISSION & VISION

THE MISSION OF CII IS TO PROVIDE A RESEARCH AND DEVELOPMENT (R&D) PLATFORM TO CREATE AND DRIVE INNOVATIVE SOLUTIONS THAT TANGIBLY IMPROVE BUSINESS OUTCOMES THROUGH AN ACADEMICALLY-BASED, DISCIPLINED APPROACH.

CII ENVISIONS AN EFFICIENT CAPITAL PROJECTS INDUSTRY THAT BUILDS PREDICTABLE VALUE FOR MEMBER ORGANIZATIONS, SOCIETY, AND STAKEHOLDERS. LEVERAGING NEW IDEAS, UNIQUE FORMS OF COLLABORATION, AND KNOWLEDGE ACROSS THE PROJECT LIFECYCLE, CII PROVIDES UNMATCHED ADVOCACY FOR THE BUILT ENVIRONMENT.



FROM OUR LEADERSHIP

CII EXECUTIVE DIRECTOR

Esteemed Colleagues in CII,

As I consider our time together in 2024, I am filled with gratitude for the unwavering support and generosity of this community. The contributions of your time and talent have been instrumental in advancing our CII mission, and we are pleased to share some of our notable achievements from the year.

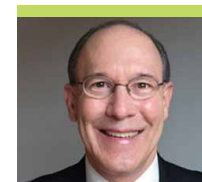
In 2024, we improved CII organizational efficiency and made significant strides across R&D initiatives prioritized by our Board of Advisors (BOA). These advancements would not have been possible without your dedication to serving in research teams and other CII groups, and we look forward to seeing outcomes presented at our 2025 Annual Conference in Nashville.

We are particularly proud of our continued key role in professional development of project leaders, which has a profound impact on the way the world builds. Measurable success is coming from our positive relationships with organizations like the National Academy of Construction and the Project Management Institute. We look forward to growing these relationships in 2025 and beyond, bringing even greater visibility to CII Best Practices.

Speaking of visibility, CII launched its marketing campaign this year, titled **Included with Membership*, and our team is excited to see how this will impact membership retention and growth.

Looking ahead, we will proceed with launching R&D projects that provide tangible benefit to your organizations. With our shared vision, together we can push boundaries and continue building harmony across industry and academia.

We are deeply grateful for your membership in CII and look forward to many more years of collaboration and progress.



JAMIE GERBRECHT
CII Executive Director



Recognizing Excellence in 2024 – Award Winners are featured on Page 12.

2025 CII INCOMING CHAIR

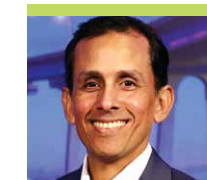
As I reflect on my involvement with CII since 2008, I have witnessed firsthand the remarkable impact of our organization. Throughout these years, I continue to be inspired by our collective achievements and the innovative spirit that defines CII. Together, we've advanced groundbreaking research, strengthened industry partnerships, and fostered knowledge-sharing that future-proofs both our member companies and our industry.

Speaking of the future, I am particularly energized by our members' enthusiastic support for our next-generation leadership development initiative. In an era of rapid technological advancement and evolving project delivery methods, investing in our future leaders isn't just important—it's essential. Our members' perspectives and input challenge us to think differently about how CII can accelerate the development of strong project leadership across our industry.

And speaking of acceleration, we stand at a pivotal moment as artificial intelligence (AI) reshapes the landscape of capital projects. This technological revolution presents unprecedented opportunities to enhance project planning and delivery.

As your Chair, I am committed to ensuring CII remains at the forefront of cutting-edge research and AI-related solutions that drive real value for our member companies, while maintaining our focus on practical, implementable solutions that make a difference in your day-to-day operations.

Together, we will continue to build upon CII's legacy of driving positive change through research, implementation, and knowledge-sharing. The path forward is exciting, and I am confident that our collaborative spirit will lead us to new heights of innovation and success.



NOÉ H. SAENZ
CII Incoming Chair
Construction PMO Services Director,
Burns & McDonnell

EXPLORING WHAT'S POSSIBLE

CII MEMBERS FROM THROUGHOUT OUR INDUSTRY INVESTIGATED INNOVATIVE IDEAS IN GROUND-BREAKING RESEARCH DESIGNED TO DRIVE A POSITIVE IMPACT.



RT-402

ADVANCED PROJECT CONTROLS



RT-403

NAVIGATING THE DIGITAL TRANSFORMATION LANDSCAPE FOR CAPITAL PROJECTS



RT-405

CULTIVATING SUCCESS: SUPERCHARGING AWP WITH A CULTURE MAKEOVER



RT-406

RETHINKING QUALITY MANAGEMENT WITH A CULTURE-CENTRIC APPROACH

Achieve Greater Success: Analyze More, Manipulate Data Less

Applied right, technology can drive project success. This research team worked with 348 Subject Matter Experts (SMEs) to **identify 30 technologies, including high-value AI applications, with guidelines on how to apply them to generate value for your projects.** The team created roadmaps, checklists, and tools to prioritize KPIs that benefit the most from real-time data, rate your work environment and technology practices, and assess project control readiness. These resources should empower SMEs to spend 80% of their time analyzing information and only 20% manipulating data. Organizations using these tools could gain increased productivity, enhanced predictability, reduced costs and absenteeism, and optimized portfolio management.

Find Out If Technology Can Add Value Before You Invest

CII members now have a searchable database to ease digital transformation, help decipher trends, and avoid pitfalls. The **Digital Transformation (DT) Roadmap Tool** developed by this research team is a new way to interact with data that is simple, easy-to-use, and highly relevant. Data, quotes, and case studies allow organizations to create their transformation plan and evaluate whether a specific digital investment — from AI to robotics to sensors, RFID, and more — can add value.

Drive Safety, Innovation, Higher Quality, and Lower Stress

Culture has an impact you can measure and manage to improve project outcomes. This research team drew on field experience, organizational psychologists, and more than 140 construction professionals to **create "BARS," a tool to define and measure culture in AWP projects.** The team found that cultures in line with the tool's definitions led to higher work quality, better relationships, and lower stress. Leaders can pinpoint areas to improve that correlate to performance metrics such as cost, schedule, etc., and foster a positive culture that helps teams approach challenges creatively and flexibly, including outside of AWP applications.

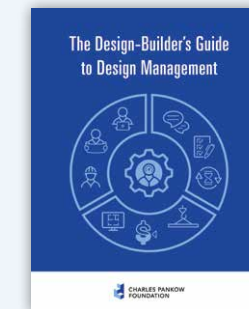
Save Billions with Higher Quality

An estimated \$260 billion* in project costs were lost in 2024 because of poor quality. To avoid rework and repeated quality and related safety issues, quality must be embedded in every phase of a project and an organization's culture. This team drew on three decades of research and current challenges to deliver the **Quality Culture Assessment Tool (QCAT).** Leaders can use the tool before project execution to identify specific issues as well as opportunities and resources to address them. From training to processes to communication, collaboration, and adopting technology, the QCAT helps leaders rethink how to execute work throughout the project and address quality management challenges before they impact construction and commissioning.

*Harvard Business Review

Diverse teams draw on experience, expertise, and academic rigor to explore topics ranging from artificial intelligence (AI) and digital transformation to safety, quality, and the impact of culture on project outcomes. Teams delivered tools, guides, checklists, and assessments for members to put research to work.

CII & PANKOW FOUNDATION COLLABORATIVE PROJECT
MANAGING DESIGN INTEGRATION IN COLLABORATIVE PROJECT DELIVERY



Build Better Projects Faster

Managing construction and design interfaces is crucial for successful Design-Build projects. In a collaborative study between CII and the **Charles Pankow Foundation**, this team defines the emerging role of the **Design Integration Manager.** This manager acts as the liaison between the lead designer, the construction manager, and the owner to enable quick decision-making and resolve issues. The team developed the *Design-Builder's Guide to Design Management* with sector-specific playbooks that identify core competencies needed throughout every phase of a construction project. It is an easy-to-use tool to help hire, train, and develop effective Design Integration Managers, and it includes a roadmap for integrating the position into organizations to ensure the project vision is realized.

FIND US ONLINE

FOR DETAILS OF ONGOING CII RESEARCH SET TO REPORT IN 2025 AND 2026, VISIT [HTTPS://WWW.CONSTRUCTION-INSTITUTE.ORG/CII-RESEARCH-OVERVIEW](https://www.construction-institute.org/cii-research-overview)

TO GET INVOLVED IN CII RESEARCH, CONTACT KLDELANEY@CII.UTEXAS.EDU

FIND FULL RESEARCH REPORTS BY ENTERING THE RT NUMBER IN THE SEARCH FEATURE ON [HTTPS://WWW.CONSTRUCTION-INSTITUTE.ORG](https://www.construction-institute.org)



PUTTING CII PRACTICES TO WORK

FROM RALLIES TO “BOOTCAMPS” TO TRAINING EXECUTIVES AND THE NEXT GENERATION OF LEADERS, CII’S DEPLOYMENT COMMITTEE EXPANDED AND ENHANCED EXISTING PROGRAMS AND DEVELOPED NEW INITIATIVES IN 2024. We’re creating a learning and leadership development continuum unique to our industry for new to seasoned professionals. We continue to offer relevant, ongoing opportunities online and in person to put CII Best Practices and research findings to work.

DEVELOPING CAREERS



CII’s **Best Practices Course** in 2024 included 234 graduate students from 10 universities in its semester-long course taught by industry subject matter experts from top CII member companies using real-world examples and proven research covering all 17 CII Best Practices.

BEST PRACTICES COURSE



Inspired by member requests, CII developed its **Best Practices Bootcamp** training course to launch in 2025 for those new to the capital projects industry to learn and engage with CII resources through an immersive, in-person, 3-day course shaped by experts from CII and UT’s Cockrell School of Engineering.

BEST PRACTICES BOOTCAMP



CII is creating a **next-generation leadership program** to bridge the professional development gap between new and seasoned professionals that draws on UT’s Human Dimensions of Organizations program to help sharpen the softer skills needed to run a productive team.

NEXT-GENERATION LEADERSHIP



The **CII Executive Leadership Program** at UT’s McCombs School of Business hosted 20 participants in an accelerated nine-day, custom-designed program to develop capabilities needed to lead high-performing teams.

EXECUTIVE LEADERSHIP PROGRAM

ONGOING ENGAGEMENT

CII’s **Implementation Champion (IC) Network** continued building momentum and held the Implementation Forum during the Annual Conference, along with three additional virtual rallies. These events empowered members of all organization sizes to apply CII research and tools effectively.

As the front door to CII, **Communities for Business Advancement (CBAs)** held more than 60 monthly meetings, ranging in topics from Advanced Work Packaging to Safety to Project Controls and Risk Management. Members share expert knowledge and can dive deeply into areas of interest by topic or specific roles.

As part of its **online education program**, CII developed two new courses for its **Advanced Work Packaging** learning path.

STRATEGIC COLLABORATION

PMI-CP™ – CII continues to strengthen its relationship with PMI, which offers certifications for construction professionals that draw on CII Best Practices. Further collaborations involve new courses for a future badge for AWP professionals.



RT-410

IT’S ALL ABOUT THE DATA

Do Your Organization and Projects Measure Up?

In 2023, we completed the development of the new **CII Data Warehouse** system, which now supports CII’s benchmarking program. The primary recent focus of this program has been the work conducted by CII’s RT-410. So far, the team has engaged more than 23 organizations and conducted numerous sessions where over 260 individuals learned about the initiative.

Once complete, RT-410 will have created benchmarks for cost and schedule, as well as for the implementation of CII Best Practices. Participants will be able to understand how their organizations compare to others in terms of implementing practices. The research team is also performing analytics to show how the implementation of CII Best Practices can positively impact project performance. These insights will help organizations pursue continuous improvement and ultimately provide significant benefits to member organizations. The data collected by RT-410 will be entered into the Data Warehouse and aggregated for reporting.

TO LEARN MORE, PLEASE VISIT [HTTPS://WWW.CONSTRUCTION-INSTITUTE.ORG/CII-COMMITTEES](https://www.construction-institute.org/cii-committees) OR CONTACT ERIKA CORBELL AT ECORBELL@CII.UTEXAS.EDU



DELIVERING ON THE PROMISE OF TECHNOLOGY

TECHNOLOGY HAS BECOME INTEGRAL TO EVERY PROJECT IN OUR INDUSTRY. It's already enabling productivity gains, interoperability, and communication but has a long way to go. CII's Technology Committee continues to guide the technology transition for the capital projects industry and help CII members understand high-impact technologies, their relevant uses, and how they can add business value to an organization through three subcommittees (listed below) using webinars, blogs, and the Technology Showcase at the CII Annual Conference.

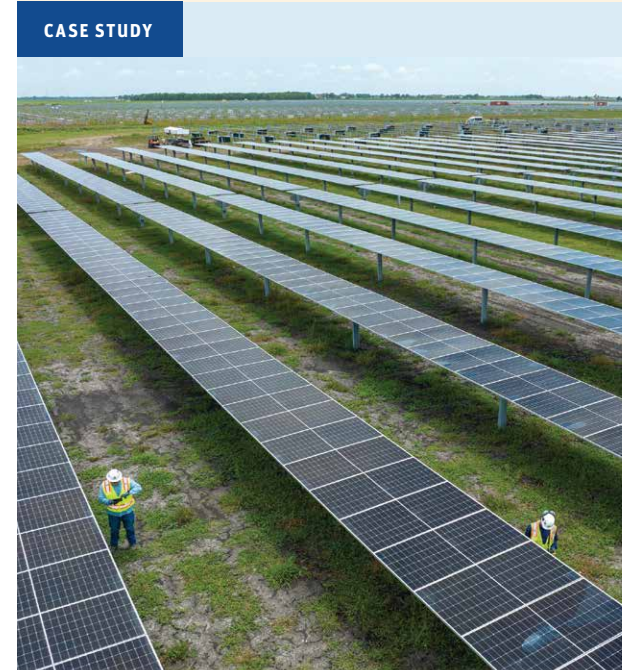


Horizon360 demonstrated AI solutions during its spring meeting and continues to pursue a range of technologies, such as wearable workforce safety devices, robotics, and automation.

Interoperability sponsors the AWP Data Requirements Joint Working Group that is moving from specifications to implementation, making it easier to use the technology productively. The subcommittee launched RT-415 to complete a one-year scan of the interoperability landscape and is set to report in 2025.

Information Management is working with the Supply Chain CBA on how to digitize the supply chain and encourage collaboration to use technology to transform what we can do.

CASE STUDY



In 2024, the Technology Committee invited CII member Bechtel to present its ground-breaking work showing the future of construction is digital.

FASTER AND SMARTER
BECHTEL DELIVERS UTILITY SCALE SOLAR INSTALLATION



Bechtel's innovative approach to building the Cutlass Solar 2 project for Sabanci Climate Technologies in 2024 showed that the future of construction is digital.

Delivered ahead of schedule, Cutlass Solar 2 contains almost half a million solar panels spanning 1,100 acres. The energy generated from the facility can power 40,000 homes and is expected to save an estimated 600,000 metric tons of CO2 emissions per year. The project features data-driven automation, survey robots, machine-controlled equipment, drones, and a mindset that 'every minute matters.' Bechtel used a first-of-a-kind digital execution hub that enabled 100% digital delivery through software integration. The hub gathers data directly from equipment in the field and feeds it into an interactive map-based visualization.

INNOVATION SHOWCASE

SEEING WHAT'S POSSIBLE

CII's Innovation Showcase at its Annual Conference featured a curated selection of innovations:



ROBOTIC SCAFFOLDING

Annual Conference attendees were treated to a demonstration that featured a robot moving seamlessly up and down 3-story scaffolding rather than a lift.



DIGITAL TWINS

Autodesk demonstrated their "Tandem" digital twin solution, designed to deliver smarter facilities and operational excellence. By connecting data from the building's lifecycle and IoT sensor networks within one dynamic, digital replica, actionable insights are always at your fingertips.



EXOSKELETON

Often showcasing technologies to keep our industry safe, Hilti impressed attendees with their wearable "Exo-T Tool Balancer" with active weight distribution to enhance worker productivity and reduce worker physical strain.

SENSING

SPOT is Chevron's quadruped robot capable of mobility on a variety of terrains by using multiple sensors and three motors in each leg to navigate indoor and outdoor environments, maintain balance, and attain postures. At Chevron's Pascagoula Refinery, SPOT is employed as an inspection tool, taking thermal, visual, acoustic anomalies, and gas sensing readings, which can be viewed from its docking station.



CII's Expanding Reach

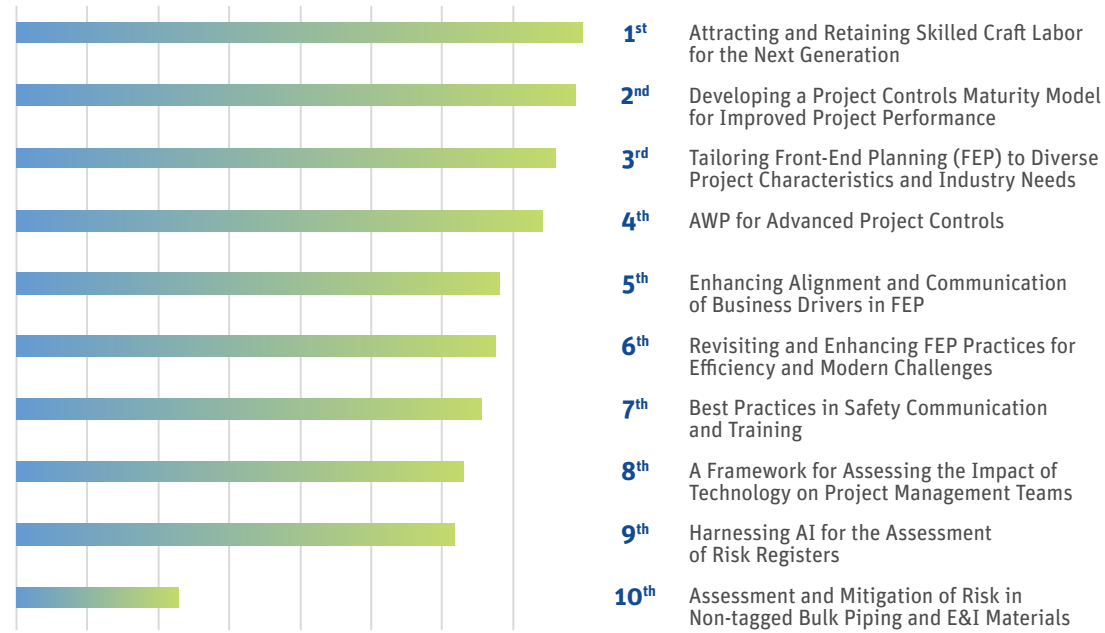
Google, Intel, and Samsung have joined Oracle on the growing roster of data centers engaging with CII. While they may not have been traditional members in the past, as they grow their businesses and expand facilities, they share the same concerns of safety, productivity, predictability, and efficiency. CII continues to look for ways to foster strategic collaborations, share proven resources, and advance excellence in the built environment.

WHAT'S NEXT FOR CII RESEARCH

IDENTIFYING NEW RESEARCH TOPICS is critical to generating value for CII members. CII's ideation process leverages member input to create a prioritized list of topics designed to drive a positive impact on the businesses of CII member companies while helping to ensure CII remains relevant now and in the future. This year's topics are shown below based on what members feel is most important.

CII 2024-25 IDEATION – BOA RANKING

63 respondents were polled to rank the following topics according priority. Results shown are outcome of the ranking vote.



MORE POWER, LESS CARBON

Driven by member interest, CII launched the “**Energy in Transition**” group in late 2023 and throughout 2024 advanced discussions around increasing power demands in a decarbonizing world. The group has been exploring innovative technologies, such as SMRs (Small Modular Reactors), that can be deployed as electricity producers to provide reliable, dispatchable carbon-free power. Several CII member companies, including Ontario Power Generation (OPG) and Tennessee Valley Authority (TVA), are early North American adopters and are setting the stage for the rest of the industry.

*** Included with membership**

*Included with Membership

CII has launched its first-ever marketing campaign to create broader awareness and understanding of our valuable tools and member-created resources. We also aim to grow our membership. We're using the asterisk (*) as a graphic device to connect a CII product, service, or benefit to our campaign theme while reinforcing four key CII pillars: Safety, Productivity, Predictability, and Efficiency.

2024 FINANCIAL REPORT

Construction Industry Institute, The University of Texas at Austin
2024 Financial Report | December 31, 2024

2024

REVENUES

| | |
|----------------------------------------|------------------|
| Gifts & Contributions | 125,000 |
| Member Dues | 3,849,800 |
| Events / Meetings | 782,255 |
| Education / Training | 539,100 |
| Licensing and Commercialization | 140,919 |
| Administrative Services (Subsidiaries) | 60,000 |
| TOTAL REVENUES | 5,497,074 |

EXPENSES

| | |
|---------------------------------|------------------|
| Research | 1,074,663 |
| Development | 488,017 |
| Marketing | 48,527 |
| Events / Meetings | 791,681 |
| Education / Training | 180,908 |
| Administrative Services | 247,465 |
| Staff Salary and Fringe Benefit | 2,320,558 |
| Travel | 69,606 |
| Overhead – Membership | 59,148 |
| Overhead – Other Funding | 19,558 |
| Director's Discretionary | 14,105 |
| TOTAL EXPENSES | 5,314,236 |

| | |
|------------------------------------------|---------------------|
| CHANGE IN AVAILABLE FUNDS BALANCE | 182,838 |
| BEGINNING AVAILABLE FUNDS BALANCE | 4,740,188 |
| ENDING AVAILABLE FUNDS BALANCE | \$ 4,923,027 |

COMPOSITION OF AVAILABLE FUNDS

| | |
|---------------------------------------|---------------------|
| Required Reserves | 1,901,771 |
| Director's Discretionary | 85,895 |
| Other available funds | 2,935,361 |
| ENDING AVAILABLE FUNDS BALANCE | \$ 4,923,027 |

INDEPENDENT ACCOUNTANT'S REPORT

Dunagan★Jack LLP
 Certified Public Accountants

INDEPENDENT ACCOUNTANTS' REPORT ON APPLYING AGREED-UPON PROCEDURES
 DECEMBER 31, 2024

To the Management and Board of Advisors
 Construction Industry Institute
 Cockrell School of Engineering
 The University of Texas at Austin

We have performed the procedures enumerated below on Member Dues and Available Funds reported in Construction Industry Institute's (Institute) 2024 financial report. The Institute's management is responsible for Member Dues and Available Funds reported in the 2024 financial report.

The Institute's management has agreed to and acknowledged that the procedures performed are appropriate to meet the intended purpose of reporting to the Board of Advisors. This report may not be suitable for any other purpose. The procedures performed may not address all the items of interest to a user of this report and may not meet the needs of all users of this report and, as such, users are responsible for determining whether the procedures performed are appropriate for their purposes.

The procedures and associated findings are as follows:

- We obtained from management the 2024 financial report to be included in the annual report.
- We obtained from management certain financial reports from *DEFINE, The University of Texas at Austin's software that accounts for the Institute's financial transactions.
- We obtained from management the QuickBooks company file that the Institute uses to supplement *DEFINE for financial reporting purposes.
- We have provided below a reconciliation of the Institute's "member dues" revenues from membership payments reported in *DEFINE to the 2024 financial report.
- We have provided below a reconciliation of the Institute's ending "available funds" balances from *DEFINE to the 2024 financial report.

Reconciliation of Member Dues per *DEFINE to the 2024 financial report:

| | |
|---------------------------------------------------------|--------------------|
| Membership payments received per *DEFINE: | \$ 3,965,812 |
| Reconciling items: | |
| Add: 2024 Globalization Affiliate fees collected | 30,000 |
| Add: 2024 member dues accrued (receivable) | 334,320 |
| Add: 2024 member dues received (deferred) in prior year | 356,400 |
| Less: 2023 member dues accrued in prior year | (480,300) |
| Less: 2025 member dues deferred | (356,540) |
| Unreconciled difference | 108 |
| Member dues reported in financial report | <u>\$ 3,849,80</u> |

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 www.dunaganjack.com

Reconciliation of Available Funds per *DEFINE to the 2024 financial report:

| | |
|-------------------------------------------------------------|---------------------|
| Free balances per *DEFINE: | \$ 3,747,131 |
| Add: Encumbered funds (not yet spent) | 1,550,083 |
| Adjusted free balances per *DEFINE: | <u>5,297,214</u> |
| Reconciling items: | |
| Add: 2024 member dues accrued (receivable) | 334,320 |
| Add: Other accounts receivable | 40,421 |
| Add: Prepaid expenses | 167,607 |
| Less: 2025 member dues deferred | (356,540) |
| Less: 2025 Executive Leadership Program revenues deferred | (231,800) |
| Less: Other deferred revenues | (26,000) |
| Less: Accounts payable and accrued expenses | (199,390) |
| Less: CCIS Funds | (76,771) |
| Less: OS2 IAP Funds | (26,034) |
| Unreconciled difference | <u>—</u> |
| Ending available funds balance reported in financial report | <u>\$ 4,923,027</u> |

We were engaged by Construction Industry Institute to perform this agreed-upon procedures engagement and conducted our engagement in accordance with attestation standards established by the American Institute of Certified Public Accountants. We were not engaged to and did not conduct an audit or review, the objective of which would be the expression of an opinion or conclusion, respectively, on Member Dues and Available Funds reported in the Institute's 2024 financial report. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

We are required to be independent of Construction Industry Institute and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our agreed-upon procedures engagement.

This report is intended solely for the information and use of Management and the Board of Advisors of the Institute and is not intended to be and should not be used by anyone other than these specified parties.



Austin, Texas
 February 20, 2025

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CELEBRATING EXCELLENCE, LEADERSHIP & SERVICE

We are proud to honor six extraordinary individuals for their exemplary contributions to CII.

CARROLL H. DUNN AWARD OF EXCELLENCE

For significant contributions in the construction industry that demonstrate leadership to a high degree of dedication to improving cost, scheduling, quality, and safety of the capital facilities process.



John Fish
Innovation Manager, S&B Engineers and Constructors, Ltd. and IMS

John is a pivotal leader and substantial CII contributor who helped develop the first PDRI and alignment tool and improve Front-End Planning. He has served as a CII Best Practices lecturer, on CII's Technology Committee, and on the CII Breakthrough Strategy Team that spearheaded research for implementing innovation and deliverables and validated the value of the two-sided ISO for construction.

RICHARD L. TUCKER LEADERSHIP & SERVICE AWARD

For an active CII member who furthers the mission of CII through leadership, mentoring/advocating, and ambassadorship.



Doug Omichinski
Corporate Manager of Construction, Bechtel Global, Inc., Retired

Doug's enduring passion for CII is evident through his extensive contributions. He has been a member of the Board of Advisors, participated on the Strategic Planning Committee and research teams, and served on the Executive Committee as Vice Chair and later as Chair. His leadership and guidance were instrumental to CII during the challenges of the COVID-19 pandemic.

JAMES B. PORTER, JR. AWARD FOR TECHNOLOGY LEADERSHIP

Recipients show significant technology contributions to the construction industry while demonstrating personal dedication to the development and advancement of these technologies within capital projects.



Tedd Weitzman
Director, Digital Project Delivery, Worley

Consistently championing technological awareness and progress, Tedd has been a devoted contributor to CII's research initiatives and Technology Committee. He has demonstrated transformational leadership and played a pivotal role in the publication of CII AWP Data Requirements.

OUTSTANDING VOLUNTEER



Matt Sikstrom
Project Director — Small Hydro, Ontario Power Generation

Dedicated to the mission of CII, Matt has served as a member of RT-312: Identification and Implementation of Critical Success Factors in the Commissioning and Startup of Capital Projects and RT-365: Integrating Commissioning and Startup into the AWP Work Process. Matt represents OPG on CII's Funded Studies Committee and has volunteered to serve as CII event emcee.

OUTSTANDING ACADEMIC



Chris McComb, Ph.D.
Carnegie Mellon University

Chris distinguished himself as an innovative Principal Investigator on RT-391: Defining Opportunities to leverage Artificial Intelligence, Machine Learning, and Data Analytics Applications for AWP, which includes future research areas to explore as technology matures.

OUTSTANDING STUDENT



Hyewon Seo
Purdue University

Hyewon was instrumental in the RT-405 team's understanding of how organizational culture impacts success in projects with a focus on AWP by developing a survey to assess the implementation of AWP and measure its performance while identifying hidden barriers.

OUR TEAM



NURIA AYALA
Manager of Information Systems



JENNIFER BIEN
Associate Director for Membership & Communications



ERIKA CORBELL
Associate Director for Deployment



DEBORAH DEGEZELLE
Manager of Data Warehouse



JAMIE GERBRECHT
Executive Director



WILLIAM O'BRIEN
Associate Director for Technology



DANIEL OLIVEIRA
Director of Research & Operations



HONG ZHAO
Manager of Shared & Financial Services

CII STAFF

Beal, Heather
Cantu, Bryana
Delaney, Kristi
Foroughi, Fahimeh
Henny, Joanna
Lenig, Kelly
Quaglino, Susan M
Ramsey, Helen (Pipper)
Samilpa, Deborah
Shover, Jack
West, Janet
Wible, Robert
Xing, Jinding

RESEARCH ASSISTANTS

Luechakiattisak, Natcha
Porwal, Vishal



TEXAS
The University of Texas at Austin

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