

2017 ANNUAL REPORT



CONSTRUCTION INDUSTRY INSTITUTE®

Innovate

Disrupt

Transform

UNLEASHING CAPITAL PROJECT
BUSINESS VALUE





2017 ANNUAL REPORT

YEAR IN REVIEW

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DR. STEPHEN MULVA

Dear Valued CII Members:

Our industry is at the heart of improving people's lives through the projects that we plan, design, build, and operate.

As the primary research and development center in the capital projects industry, CII shoulders a responsibility to transform the industry and make it better.

In 2017, we made several substantial moves to elevate CII's ability to positively impact your projects and the business value you receive from participating and investing in the Institute. While our transition isn't complete, these moves have generated a renewed energy and enthusiasm in the membership and throughout the industry.

The world is looking to CII for its thought leadership and for what's next:

TECHNOLOGY-ENABLED INNOVATION

We seek to understand technology for what's possible and to be open to those opportunities. That's an important distinction because the alternative is to use technology to automate existing, and possibly ineffective, methods for getting work done. Think about it: Innovation only happens when we're unafraid to explore without already knowing the solution. That's why the work of the CII and Fiotech committees and staff was so crucial throughout 2017 in bringing a technology and innovation focus to the Institute's mission. Truly, the volunteers of both organizations got it right. CII became the beneficiary of more than just technology, as it gained a youthful spirit, a diverse perspective, and a hopeful outlook, too.

DISRUPTIVE COLLABORATION

We cannot achieve our mission without positive and disruptive collaboration. CII continued to expand our membership last year through the efforts of our industry sector committees. New owners and service providers joined, including a law firm, to provide their valuable expertise to the Institute. We also worked to increase CII's involvement and footprint around the world through our existing and emerging affiliates since our membership operates and sources globally. Likewise, we moved to expand our programs and member benefits by collaborating with industry groups such as the Construction Owners Association of Alberta (COAA) and the Construction Users Roundtable (CURT). Together with these two associations, CII launched the world's first high-level productivity calculator in 2017. Having a single number (like safety metrics) to measure productivity will have a profound impact.





CII and Fiatech Integrate to Drive Efficiency, Productivity



**IT'S OFFICIAL: CII AND FIATECH
MERGED ON JAN. 1, 2018.**

BUSINESS MODEL TRANSFORMATION

CII made amazing progress in 2017 to make the business of our business healthier and more sustainable. We partnered with member company Continuum Advisory Group through the year to facilitate a series of workshops around the U.S. with the brightest minds in a variety of disciplines to envision how the industry should transform. What emerged was prescient: a manifesto that outlines the tenets of a new business model to improve companies' returns on the projects they undertake. Known as Operating System 2.0 (OS2), CII's vision builds on the Institute's research and practices while leveraging the latest technology platforms, financial structures and legal practices (amongst others). By the end of the year, OS2 garnered the attention of more than 15 industry groups and 45 companies as potential investors in a new breed of research that CII will conduct in the years ahead.

A FOCUS ON THE FUTURE

What's next must be the focus for CII. Although understanding and documenting current practice is important, the Institute views this information as a point of departure toward a brighter future for our members and the wider industry. In this regard, I am confident that CII will continue to create the knowledge necessary to position the industry for success going forward. 2017 proved that our bold transformation hasn't been easy and that change can be hard, even disruptive. But, I also know that you aren't expecting anything less from our Institute.

I sincerely appreciate your commitment to CII!

Respectfully,

Stephen P. Mulva, Ph.D.
DIRECTOR

Our integrated organization will better serve the industry by blending CII's expertise in people and process with Fiatech's technology expertise. Experts can help CII take advantage of technology to deliver fully considered research results and improve capital project efficiency faster. Fiatech projects have broadened the CII Knowledge Base, and our membership is now more diverse in both size and interest areas. We also merged the Communities of Practice and Productivity Advancement Target teams, where appropriate, to create Communities for Business Advancement. These communities are virtual groups led by experts with in-depth knowledge that bring together CII members to improve performance, share knowledge, and learn from one another in specific practice areas, including:

ADVANCED WORK PACKAGING

FRONT END PLANNING

INFORMATION MANAGEMENT

MODULARIZATION

PROJECT CONTROLS

QUALITY MANAGEMENT

RISK MANAGEMENT

SAFETY

SUPPLY CHAIN MANAGEMENT

From Blueprint to Business Value

CII's new sector committees spent 2017 formalizing their structures, brainstorming bold ideas and pursuing sector research to drive the business value of capital projects. Given the magnitude of change, the results are impressive and gaining momentum. Many member companies gained an important voice through sector research. Their energy and interest have inspired more engagement and collaboration across CII that will benefit the entire capital projects industry.

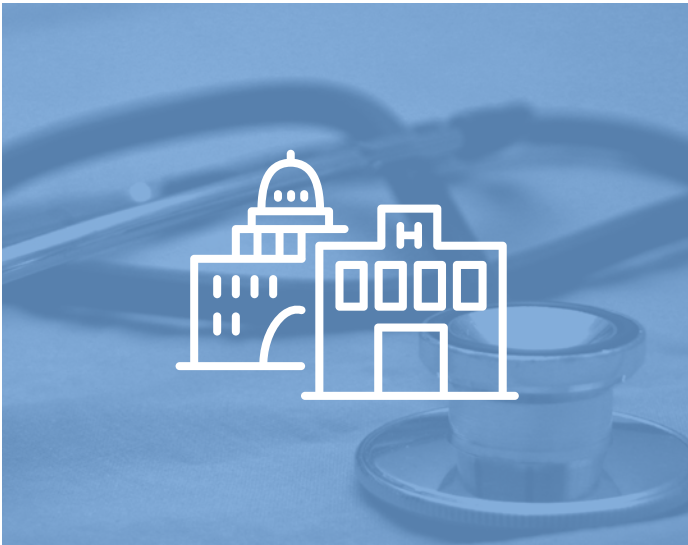
Under CII's new strategy, each sector committee is driven by key business imperatives for its sectors. There is an internal review of findings after the first six months, with an ultimate goal of delivering final deliverables and results in 18 months. Results can include educational products and services, such as videos or events, and key performance indicators that help members to apply the research.

By the end of 2017, committees completed initial reviews, gaining critical insights to hone their research — or redirect it completely — based on what member companies deem valuable. These reviews have saved

time and money, and have moved the research forward with intention. Some committees are already determining which tools and resources to develop now to make the research immediately useful.

Initiatives span a range of ideas, depth, and progress. From turning proven research into a web-based High Level Productivity Index application (completed) to pursuing a mobile application that can be used on a worksite to make a go/no-go decision (ongoing), all of these initiatives share CII's commitment to building the business value of capital projects.

Members have access to CII Registered Providers who are qualified to help your organization implement CII tools and methods specific to your business demands.



FACILITIES AND HEALTHCARE

Government buildings, healthcare facilities, higher education institutions, hospitality, and commercial buildings

CURRENT R&D ACTIVITY

How can we achieve higher levels of facility design standardization?

BUSINESS IMPERATIVES

Renovation/Revamp of Existing Facilities

Portfolio Management

Technology Impacts to Construction Management (e.g., BIM)

Life Cycle Costs



POWER, UTILITIES AND INFRASTRUCTURE

Includes power (generation and transmission), utilities (electric, gas, water, wastewater, steam, recycling, waste processing, and telecommunications), and infrastructure (rail and subway, ports and terminals, airports, roads, bridges, and tunnels)

CURRENT R&D ACTIVITY

What are the appropriate decision-making methodologies to proactively identify, evaluate, and respond to the impact of regulations throughout the project life cycle?

How can we improve the materials flow and visibility of the supply chain?

BUSINESS IMPERATIVES

System Reliability

Capital Efficiency

Customer Affordability

Government Regulations

Siting and Location of Projects Driven by Environmentally Considerations

Cannot Set Own Prices

SECTOR RESEARCH INITIATIVES



MANUFACTURING AND LIFE SCIENCES

Industrial facilities related to pharmaceuticals, automobile and high-tech manufacturing, food/beverage, agriculture, pulp/paper, and consumer products, and companies whose primary purpose is to engineer, design, and build or revamp facilities that include a manufacturing process to produce a product for the market

CURRENT R&D ACTIVITY

How can we develop a methodology to create flexibility for a long-lead facility with a yet-undefined manufacturing process?

BUSINESS IMPERATIVES

Improve Speed to Market

Labor Availability

Reduce Costs

Improve Capital Efficiency

DOWNSTREAM AND CHEMICALS

Industrial facilities related to refining, petrochemical, specialty chemical, and industrial chemicals production

CURRENT R&D ACTIVITY

How can we double the productivity of capital projects?

BUSINESS IMPERATIVES

Competitiveness

Transparency

Predictability

Health, Safety, and Environment

Improved Delivery Process Flexibility



UPSTREAM, MIDSTREAM AND MINING

Includes onshore and offshore facilities and terminals, mining, pipelines, and oil and gas production

CURRENT R&D ACTIVITY

How can we achieve higher levels of facility standardization?

BUSINESS IMPERATIVES

Capital Effectiveness

Performance Predictability

Performance Agility



NEW

FIATECH

Newly formed, this sector considers how advanced technologies can drive significant productivity improvement in capital projects.

3D Printing

Artificial Intelligence

Augmented and Virtual Reality

Autonomous Data Capture

Autonomous Vehicles

Blockchain

Construction Holodeck

Energy Storage Batteries

Exoskeletons

Neural Networks

Robotics

Scanning Photography

Sensors and Wearables

Smart Materials

UAVs (Drones)

Connecting People with Ideas, Resources and Action



Stephen P. Mulva
Director



Kim Allen
Associate Director for
Sector Leadership and
Communities of Practice



Jennifer Bien
Associate Director, Membership
& Communications; Healthcare
and Facilities Sector Committee



Cynthia King
Associate Director, Professional
Development; Upstream,
Midstream and Mining Sector
Committee



Michael Pappas
Associate Director, Funded
Studies; Power, Utilities and
Infrastructure Sector
Committee



Robert Ritter
Associate Director, Performance
Assessment; Manufacturing and
Life Sciences Sector Committee



Chris Tisdell
Associate Director,
Implementation;
Downstream and Chemicals
Sector Committee



Deborah DeGezelle
Manager of Information
Services



Daniel Oliveira
Manager of
Research Services



Terri Buvia
Manager of Shared Services



Hong Zhao
Manager of
Financial Services

Ebenezer Adewumi
Graduate Research Assistant

Kristi Delaney
Project Manager

Bernie Rosenblatt
Senior Financial Analyst

Ila Awasthi
Software Developer/Analyst

Eva L. Keidel
Events Producer

Debbie Samilpa
Senior Administrative Associate

Nuria E. Ayala
Project Manager

Kelly Lenig
Project Manager

Bob Wible
Project Manager

Michael Burns
Technical Writer/Editor IV

Susan Quaglino
Technical Writer/Editor IV

Stevan Wilsan
Systems Administrator II

Erika Corbell
Project Manager

Pipper Ramsey
Administrative Associate

Pam Wooten
Administrative Manager

Jay Choi
Graduate Research Assistant

Donna Rinehart
Senior Administrative Associate

Zhe Yin
Graduate Research Assistant

STANDING COMMITTEES

CII Standing Committees work across all Sector Committees to support their work and promote collaboration with a focus on the following:

FUNDED STUDIES

help select research topics and manage the research process

IMPLEMENTATION

help members implement research, which includes overseeing CII Registered Providers who are qualified to implement CII tools, methods, and change initiatives

PERFORMANCE ASSESSMENT

help measure success

PROFESSIONAL DEVELOPMENT

help people to implement the research

TECHNOLOGY AWARENESS DEVELOPMENT

help promote technology awareness, communicate new developments, and recommend technology investments by sector

MEMBERSHIP AND COMMUNICATIONS

to promote growth and share knowledge and successes across all sectors

2017 AWARDS

Recognizing Excellence, Leadership and Commitment

Richard L. Tucker Leadership and Service Award

William C. Beck

For more than three decades, William C. Beck led, built and shared best practices that advance the productivity and safety of our industry. He amassed his expertise while at WorleyParsons, from which he recently retired as Vice President and Director of Quality Management. Beck was the driving force behind CII's efforts to help member companies deliver best practices back to their organizations as he participated in seven CII research teams, was a CII Implementation Champion, Executive Committee Member, Best Practices Guide author and a member of several CII Communities of Practice. CII recognized Beck in 2011 as the Institute's Outstanding Implementer. Beck's engagement and commitment to CII's mission exemplify his dedication to improving our industry.

Named for Dr. Richard L. Tucker, who led the founding of CII in 1983, this award recognizes individuals who have made a significant contribution to CII's mission and success.

Carroll H. Dunn Award of Excellence

John W. Dalton, Sr.

Through his dedication to improving the safety, cost, scheduling and quality of capital projects, John W. Dalton, Sr., embodies every attribute of this award. He also is the 2011 Richard L. Tucker Award for Leadership & Service recipient who has worked tirelessly to link academia and industry. To recognize his contributions to construction and academia, several industry organizations and many CII members and participants funded a Process & Industrial Construction Management Endowment Scholarship in his name at the University of Houston. Other accomplishments include his induction into the National Academy of Construction, the ECC's prestigious Lifetime Achievement Award, and the University of Houston's Distinguished Alumni Award. CII - and our industry - have benefitted from Dalton's leadership as a former Chair, a longtime board member, and a member of CII Executive, Strategic Planning, Finance, Membership and Globalization committees.

Named as a tribute to Carroll H. Dunn, Project Director of the Construction Industry Cost Effectiveness Project, this award honors an individual for significant achievements in improving the engineering and construction industry.

James B. Porter, Jr. Award for Technology Leadership

Zuhair Haddad

The award's most recent recipient, Zuhair Haddad, is a role model and champion for successful new technology implementation. Haddad defines technology's value within his company and shares lessons learned industry-wide when implementing it. His leadership has been invaluable to our industry. Begun in 1952 as one of the first Arab construction companies, Consolidated Contractors Company (CCC) leads the industry in adopting new technologies to improve construction efficiency and enhance project controls. Haddad serves as CCC's Chief Information Officer and leads their Corporate Asset and Risk Management Group. He and his team have been ardent supporters of the PAT (Productivity Advancement Target) Success Enabler Survey that has allowed the industry to share knowledge even more broadly.

Established in 2007, this award honors Jim Porter, an executive at DuPont who was instrumental in establishing Fiotech and whose vision, leadership, technical acumen, commitment to people, and tireless efforts have advanced technology in the capital projects industry.





Member List

2017 CII MEMBER LIST

Delivering Value

As the premier research and development center in the capital projects industry, CII and its 126 members are poised to deliver greater business value for their companies while advancing our industry.

OWNER ORGANIZATIONS

Abbott
Adventist Health
Ameren Corporation
American Transmission Company LLC
Anadarko Petroleum Corporation
Andeavor
Anheuser-Busch InBev
Aramco Services Company
ArcelorMittal
Architect of the Capitol
Ascend Performance Materials
AstraZeneca
BP America, Inc.
Cargill, Inc.
Chevron
ConocoPhillips
Consolidated Edison Company of New York
Consumers Energy Company
Covestro LLC
DTE Energy
Eastman Chemical Company
Eli Lilly and Company
EnLink Midstream
ExxonMobil Corporation
General Electric Company
General Motors Company
GlaxoSmithKline
Global Infrastructure Partners
Honeywell International Inc.
Huntsman Corporation
Irving Oil Limited
Kaiser Permanente
Koch Industries, Inc.
LyondellBasell
Marathon Petroleum Corporation
National Aeronautics & Space Administration
NOVA Chemicals Corporation
Occidental Petroleum Corporation
ONEOK, Inc.
Ontario Power Generation
Petroleo Brasileiro S/A - Petrobras
Petronas
Phillips 66
Pioneer Natural Resources
Potash Corporation of Saskatchewan
Public Service Electric & Gas Company
Reliance Industries Limited (RIL)
SABIC - Saudi Basic Industries Corporation
Shell Global Solutions US Inc.
Smithsonian Institution
Southern Company
Tennessee Valley Authority
The Dow Chemical Company
The Procter & Gamble Company
The Williams Companies, Inc.
TransCanada Corporation
U.S. Army Corps of Engineers
U.S. Department of Commerce/NIST/EL
U.S. Department of Defense/Tricare Management Activity
U.S. Department of Energy
U.S. Department of State
U.S. Department of Veterans Affairs
U.S. General Services Administration

SERVICE PROVIDERS

AECOM
APTIM
Atlas RFID Solutions
Autodesk, Inc.
AZCO INC.
Baker Concrete Construction Inc.
Barton Malow Company
Bechtel Group, Inc.
Bentley Systems Inc.
Black & Veatch
Burns & McDonnell
CB&I
CCC Group
CDI Corporation
Construtora Norberto Odebrecht S.A.
Continuum Advisory Group
CRB
CSA Central, Inc.
Day & Zimmermann
Deloitte
Eichleay, Inc.
Emerson
Ensto, Inc.
ePM
Fluor Corporation
Hargrove Engineers + Constructors
Haskell
Hilti Corporation
I.M.P.A.C.T.
IHI E&C International Corporation
Jacobs
JMJ Associates LLC
KBR
Kiewit Corporation
M&H Enterprises (Energy Services)
Matrix Service Company
McCarthy Building Companies, Inc.
McKinsey & Company, Inc.
Midwest Steel, Inc.
Pathfinder, LLC
PCL Constructors, Inc.
Pillsbury Winthrop Shaw Pittman LLP
PTAG, Inc.
Quality Execution, Inc.
Richard Industrial Group
S & B Engineers and Constructors, Ltd.
Samsung Engineering America
Saulsbury Industries
SBM Offshore
Sinopec Engineering (Group) Co., Ltd. - SEG
Skanska USA
SNC-Lavalin Constructors Inc.
TechnipFMC plc.
The Boldt Company
thyssenkrupp Industrial Solutions (USA), Inc.
Valency Inc.
Victaulic
Wanzek Construction, Inc.
Wilhelm Construction, Inc.
Wood
WorleyParsons
Zachry Group
Zurich

Collaboration that Counts

For more than two decades, PIP has been developing and implementing common industry practices for facility design, procurement, construction, operations and maintenance that help reduce a facility's total cost of ownership. It is a self-funded consortium of process industry owners and engineering construction contractors organized under the Institute inside the Cockrell School of Engineering at The University of Texas at Austin.

OWNERS

3M Company	Huntsman
AdvanSix	INEOS Olefins & Polymers
Aera Energy	INEOS Styrolution
Andeavor	Invista
Aramco Services Co.	Koch Industries, Inc.
Archer Daniels Midland	LANXESS Corporation
Arkema	The Lubrizol Corp.
Ascend Performance Materials	LyondellBasell
BASF Corp.	Mallinckrodt
Bayer Group	Methanex
BP	Monsanto
Celanese	Mosaic Fertilizer
Centrica	Motiva Enterprises LLC
Chevron	Nuclear Fuel Services
CITGO	Nutrien
Compass Minerals	Occidental Oil & Gas
ConocoPhillips	OLIN Corp.
Devon Energy	OMNOVA Solutions
DuPont	Pasadena Refining
Eastman	PESRM (Philadelphia Energy Solutions R&M)
Evonik	Phillips 66
ExxonMobil	Pioneer Natural Resources
Firestone Polymers	PVS Chemicals
Flint Hills Resources	RES Kaidi
FMC Corporation	REXtac, LLC
FutureFuel Chemical Co.	SASOL
Grupo Petromex (GPT)	Saudi Basic Industries Corporation - SABIC
Hargrove & Assoc.	Sekisui Specialty Chemicals
Hess Corporation	Westlake Chemical
Hexion	WestRock
Honeywell	Zeon Chemicals L.P.
Honeywell UOP	

CONTRACTORS

AECOM	KBR
Ambitech	Kiewit Engineering & Design
Audubon	Merrick & Company
Babcock & Wilcox	Middough
Bechtel	NORAM E&C
Benham	OnQuest
Burns & McDonnell	Preferred Engineering
Burrow Global	Rayong Engineering & Plant Services Co.
CB&I	Ref-Chem
CDI Corporation	S & B Engineers and Constructors
Chart Energy	Samsung
Chiyoda Corporation	SNC-Lavalin
ENGlobal Engineering	TechnipFMC
Fluor	WorleyParsons
GIS Engineering	Zachry
IHI E&C International Corporation	
Jacobs	
JGC America	





OUR VISION

CII envisions a construction industry that builds predictable value for society and stakeholders.

THE MISSION

of CII is to inspire owners, service providers, and academia to collaborate through research to produce best practices and implementation resources, creating innovative solutions that tangibly improve safety and capital efficiency.



Financials

2017 FINANCIAL REPORT

Construction Industry Institute,
The University of Texas at Austin
December 31, 2017

YTD (12/31/2017)

REVENUES

Contract & Grants	\$ 1,129,337
Member Dues	4,514,494
Events / Meetings	898,682
Education / Training	386,100
Licensing and Commercialization	219,593
Administrative Services (Subsidiaries)	164,322
TOTAL REVENUE	7,312,528

EXPENSES

Research at UT	518,007
Research External	1,128,735
Development at UT	-
Development External	453,274
Marketing	42,006
Events / Meetings	884,467
Education / Training	332,320
Administrative Services	346,605
Staff Salary and Fringe Benefits	3,132,688
Travel	232,155
Overhead - UT	415,660
Overhead - Research Projects	261,167
Director's Discretionary	24,200

TOTAL EXPENSES **7,771,285**

CHANGE IN AVAILABLE FUNDS BALANCE **(458,757)**

BEGINNING AVAILABLE FUNDS BALANCE **2,097,519**

ENDING AVAILABLE FUNDS BALANCE **\$ 1,638,762**

COMPOSITION OF AVAILABLE FUNDS

Required reserves	\$1,250,000
Director's discretionary	75,800
CCIS (UT research center)	89,310
Other available funds	223,652
ENDING AVAILABLE FUNDS BALANCE	\$ 1,638,762

INDEPENDENT ACCOUNTANTS' REPORT ON APPLYING AGREED-UPON PROCEDURES

Dunagan★Jack LLP Certified Public Accountants

INDEPENDENT ACCOUNTANTS' REPORT ON APPLYING AGREED-UPON PROCEDURES

December 31, 2017

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, which were agreed to by Construction Industry Institute (Institute) management, on Member Dues and Available Funds reported in the Institute's 2017 financial statement to be included in its annual report. The Institute's management is responsible for Member Dues and Available Funds reported in the 2017 financial statement. The sufficiency of these procedures is solely the responsibility of the Institute's management. Consequently, we make no representation regarding the sufficiency of the procedures described below either for the purpose for which this report has been requested or for any other purpose.

Our procedures and associated findings are as follows:

- We obtained from management the 2017 financial statement to be included in the annual report.
- We obtained from management financial reports from *DEFINE, The University of Texas at Austin's software that accounts for the Institute's financial transactions.
- We have provided below a reconciliation of the Institute's "member dues" revenues from membership payments reported in *DEFINE to the 2017 financial statement.
- We have provided below a reconciliation of the Institute's ending "available funds" balances from *DEFINE to the 2017 financial statement.

Reconciliation of Membership Dues per *DEFINE to the 2017 financial statement:

Membership payments received per *DEFINE:	\$	4,823,767
Reconciling items:		
Add: 2017 member dues accrued (receivable)		415,800
Add: 2017 member dues received (deferred) in prior year		435,600
Less: 2016 member dues accrued in prior year		(747,350)
Less: 2018 member dues deferred		(435,600)
Add: Miscellaneous reconciling items		22,277
Member dues reported in Annual Report	\$	<u>4,514,494</u>

Reconciliation of Available Funds per *DEFINE to the 2017 financial statement:

Free Balances per *DEFINE:	\$	(243,685)
Add: Encumbered funds (not yet spent)		2,306,767
		<hr/>
Adjusted Free Balances per *DEFINE:		2,063,082
Reconciling items:		
Add: 2017 member dues accrued (receivable)		415,800
Add: Prepaid expenses		48,447
Add: *DEFINE accounts not reflected in Annual Report		70,009
Less: 2018 member dues deferred		(435,600)
Less: 2018 Executive Leadership Program revenues deferred		(298,500)
Less: Accounts payable and accrued expenses		(115,186)
Less: CCIS Funds		(89,310)
Less: Miscellaneous reconciling items		(19,980)
		<hr/>
Ending Available Funds Balance per Annual Report	\$	<u>1,638,762</u>

This agreed-upon procedures engagement was conducted 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 Membership Dues and Available Funds reported in the Institute's 2016 financial statement. 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.

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 23, 2018



CII ANNUAL CONFERENCE

The 2017 CII Annual Conference in Orlando, Florida, brought together nearly 600 industry leaders to hear dynamic speakers, discuss critical research, honor peers, and network — all in a paperless environment.



Top: 2017 CII Award Recipients – John Dalton, Zachry Group; Bill Beck, Worley Parsons (retired); and recipients representing BP, Kaiser Permanente, NTNU, Saudi Aramco, ASU, UW-M, and Bentley. **Middle:** Sharareh Kermanshachi, UTA; Juyeong Choi, Purdue. **Lower Left:** Bob Ritter, CII; Kenda Caskey, Burns and McDonnell; Sonja Mercal, Kaiser Permanente; Stephen Mulva, CII. **Lower Right:** Annual Conference attendees

The Construction Industry Institute, based at The University of Texas at Austin, is a consortium of more than 120 leading owner, engineering-contractor, and supplier firms from both the public and private arenas.



The University of Texas at Austin
Cockrell School of Engineering

These organizations have joined together to enhance the business effectiveness and sustainability of the capital facility life cycle through CII research, related initiatives, and industry alliances. A learning organization with a wealth of knowledge and information, CII is unique in the engineering and construction industry.



CONSTRUCTION INDUSTRY INSTITUTE®

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Construction Industry Institute



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