

CONSTRUCTION INDUSTRY INSTITUTE

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Resilience THROUGH Innovation



ANNUAL REPORT 2020



Building

A BETTER WORLD

THE MISSION OF CII is to provide a research and development 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 capital project and facility lifecycle, CII provides unmatched advocacy for the built environment.



Dear CII Members:

Today (March 13, 2021) marks the one year anniversary of working from home for our resilient CII staff. I'm sure you will agree that the past year has been unlike any other. The pandemic's toll on people, their families, and our engineering and construction industry has been extensive; certainly beyond anything I could have imagined a year ago. Many mourn the loss of friends, colleagues, and even family members and if you have been affected in this way, please accept my most heartfelt condolences.

THE WORLD HAS FOREVER CHANGED. And yet, through it all, we have also witnessed the compassion, care, dedication and humanity of people helping each other – often amongst people who have never met. Personally, this aspect of the past year has brought me comfort; that the tragedy and turbulence we have experienced will eventually cease and that the hope for better and brighter days is both real and near.

The pages that follow this letter provide an overview of what CII accomplished in 2020. While our achievements pale in comparison to the work and sacrifices of our healthcare workers and first responders and others, I am proud that the Institute did everything that we could to support our members as you worked to create emergency infrastructure and keep the national and global economies moving as much as possible.

BETTER TOGETHER

One year ago, CII did pivot to provide immediate assistance and information to everyone in the industry, without asking if they were a member or not, without exception. We did this by convening Zoom and MS Teams meetings with a variety of companies to consider best practices of keeping employees safe and shutting down (and, eventually) restarting projects. CII also planned and facilitated more than two dozen webinars last year, again focused on pandemic response, with more than 500 people registering (on average) for each session (these webinars were recorded and are still available on CII's website: <https://www.construction-institute.org/resources/knowledgebase/cii-webinar-videos>).

Whether you shared your knowledge in a webinar, participated on a research team or committee, or helped in any other way, I am grateful for the role that you played in helping your peers and competitors navigate the difficulties and stress inherent to engineering and construction in 2020. I'm also thankful for the tremendous leadership of CII's Executive Committee and our Chairs Joe Dorsch (LyondellBasell), Doug Omichinski (Bechtel Group) and Steve Cabano (Pathfinder) who lent extensive time and their expertise to help our capital projects industry in its time of crisis.

For me, COVID-19 helped make one aspect of our industry crystal clear: we are better together. Moreover, we are at our best when we help each other. In that first week working from home, following a meeting we convened with several companies trying to decide if they should shut down their projects, one of CII's owner-members remarked to me "I never realized just how isolated we have become" and "how much we really need and value the perspective of these other companies." This wasn't an indictment of anything done intentionally, but rather, an observation of how the busyness of life and work had contributed to their company's isolation and how that needed to change.

We know firsthand at CII that the value we bring by working with a diverse group of people increases exponentially as more organizations and their employees choose to participate. **In fact, this is the logic of the work we are doing to explore an operational joint venture with the Construction Users Roundtable (CURT) and with other partners in a global industry Alliance.** I envision that working together, CII and our peer groups will create even more value for you and the work you do to improve the built environment (*make sure to stay tuned to CII in 2021 as we work to launch this momentous opportunity for capital projects*).

REINVENTING OUR INDUSTRY

But 2020 also reaffirmed that change is coming to the engineering and construction industry, and now in an increasingly accelerated fashion. Due to the pandemic and variable market dynamics, many companies have already made substantial organizational changes to prepare themselves for a different future. Despite these changes, what we do know is that improvement still depends on people, process, technology, and the right business model. To that end, CII held our largest-ever Executive Leadership Program (XLP) in January 2020 to prepare the industry's next generation of leaders (the next offering of the XLP will be May 4-13, 2021). We also completed the work of our research teams on schedule and reported their findings to improve the industry's work processes and technologies in summits and webinars because we were unable to hold our Annual Conference in August in Denver. Finally, we made substantial progress to reinvent our industry's business ecosystem through the Operating System 2.0 (OS2) Industrial Affiliates Program (for more information see: <https://www.os2.construction-institute.org/>). All of this work in 2020 paves the way for what's next for CII.

The logo for Operating System 2.0 features the words "OPERATING" and "SYSTEM" stacked vertically, with a diagonal slash between them. To the right of this text is the number "2.0" in a large, teal, sans-serif font. The entire logo is set against a light blue background with a vertical yellow bar on the left side.

LEADING THE WAY

In last year's CII Annual Report (and before the pandemic appeared in the United States) I wrote that "the size and scale of the financial and managerial challenges that this industry will confront in the next few years compels us to do more." At the time, I had no idea what the magnitude of these challenges would be given the year we've just experienced. So while the future remains uncertain, your Institute will move ahead in 2021 by consolidating the efforts of our committees, communities and research teams around **four primary initiatives**:

1. Capital Efficiency

More than being predictable on cost and schedule, CII is driving for measurable gains in getting more benefits and value from every capital dollar spent on an engineering and construction project. An initial effort in our Downstream and Chemicals Sector Committee is showing that better returns in investment over an asset's lifecycle are possible. OS2 research has shown that 41% of capital is typically spent on (value subtracting) transactional costs. We intend to correct these losses through business model innovations and better work processes. **We will benchmark the gains in capital efficiency in CII's new, landmark Data Warehouse based at the University's Texas Advanced Computing Center (TACC).**

2. Advanced Work Packaging (AWP)

For the past decade, CII has been developing and championing AWP as the most modern production system in engineering and construction. Building on early advances made by the Construction Owners Association of Alberta (COAA) in the field through workforce planning (WFP), AWP now

includes all phases of a project from initial planning through to commissioning and operations. Our goal in this initiative is to now expand AWP adoption on projects while researching how to leverage machine learning and other artificial intelligence methods to promote agility in progressing and completing work packages.

3. CII Resource Selection Concierge

The Institute has completed more than 200 research efforts in the past 38 years, the majority resulting in a heuristic, checklist or work process tool. Following the recommendations of CII's Strategic Planning Committee (SPC), our task is to examine more than 100 "tools" to understand their relevancy in a digital world and map their gaps and overlaps relative to each other. We believe that the role of the Concierge will be to assist companies' diagnoses of issues on engineering and construction projects and (eventually) recommend bundled toolsets and resources capable of providing predictability and capital-efficient performance outcomes.

THE INSTITUTE HAS
COMPLETED MORE THAN
200
Research Efforts
IN THE PAST 38 YEARS

4. Environmental, Social, and Governance (ESG) Criteria

CII intends to explore how capital projects and the organizations that plan and execute them can best consider and respond to emergent ESG criteria that are now being used to screen potential investments. The Institute may hold workshops to consider how a company can be a better steward of nature and manage relationships with employees, customers, suppliers and the communities in which it operates. Additionally, we will learn how our members can be even better corporate citizens through their project work. CII might also examine the emerging technologies in each of our five sectors relative to ESG criteria and how these concepts could be deployed holistically throughout the industry.

BUILDING A BETTER WORLD

2020 was a landmark year in so many ways. Although it will (most likely) be remembered for the tragic and difficult circumstances that accompanied the pandemic, it was also a catalyst that made us treasure the blessings we have in life, in each other, and in our work in engineering and construction. While I'm pleased with CII's performance and response to our members last year, I'm most proud of how our staff, member-volunteers and researchers worked together to achieve some great outcomes for people and projects that were struggling. I think 2020 made us pause in our busyness which characterized prior years. It helped us realize that the world will be different – and hopefully much better – in 2021 and beyond. I'm excited about the upcoming joint venture and Alliance as well as the initiatives we are starting. But, mostly, I'm deeply appreciative for your involvement in CII and the resolve we have, together, to improve this industry!



Sincerely,

A handwritten signature in blue ink, appearing to read "Stephen P. Mulva".

Stephen P. Mulva, Ph.D.
Director

Changing How WE BUILD THE WORLD

CII IS REINVENTING THE CAPITAL PROJECTS INDUSTRY with innovative research that drives efficiency, resilience and even better corporate citizenship. In 2020, diverse teams were exploring data and digital enablement opportunities and how artificial intelligence, machine learning, automation and the cloud could be used to turn decades of CII research into digitally relevant tools, easily accessed and continuously improved.

THE FOLLOWING ARE HIGHLIGHTS OF CII'S 2020 RESEARCH:

FHC-02

**LIFECYCLE COST ESTIMATION FOR FACILITIES & HEALTHCARE:
THE TRIPLE BOTTOM LINE**

SAVE THE PLANET, PEOPLE AND MILLIONS

DESIGNING A NEW FACILITY or renovating an existing one is no longer a strictly financial decision. New research shows it's possible to save money and the planet while improving human wellbeing. This research team used real-world data in two case studies to calculate the lifecycle financial, natural and human capital — aka the Triple Bottom Line. Evaluating NASA's new headquarters and the Smithsonian Institution's National Museum of African American History and Culture showed dramatic savings — **\$107 million and \$83 million**, respectively, over 30 years in lifecycle costs. What's more, high-performing HVAC, water and building systems, consolidations and innovative photovoltaic panels drove increased ROIs and shorter payback times while reducing carbon footprints, increasing air quality and improving the health and productivity of people working in and visiting these facilities.



A **first-of-its-kind data warehouse** enables insights to improve facilities decisions to benefit profit, planet and people.

98%

of all mega projects
run **over schedule**
and **over budget**

Whether a \$5 million or \$5 billion project, **CII'S INTERACTIVE PDFS, GUIDES AND WEBINARS** offer practical ways to apply learnings.



RT-362

COLLABORATIVE SCHEDULING

NEW PLAYBOOK TO 'GO FOR THE GOLD'

OF ALL MEGA PROJECTS, 98% run over schedule and over budget. But safe, effective work plans and advanced, accurate data are known to improve shareholder value and profit. So to help companies drive more efficient capital projects that improve the triple bottom line – profit, people and the planet – this research team developed the **Collaborative Scheduling Playbook**. It offers specific steps to align and engage all stakeholders, improve processes throughout the life of a project, and reliably deliver safe projects to quality, within budget and on schedule. Using bronze, silver and gold maturity levels, the playbook helps project leaders score their own projects, set priorities and move up a level to drive collaboration and ultimately, more valuable capital projects.



RT-366

PDRI FOR MINING PROJECTS

MINING SUCCESS WITH NEW PDRI TOOL

AS MUCH AS 30% of the \$1.5 trillion being spent on mining projects between 2011-2025 will be in cost overruns. A new tool aims to change that. The **Project Definition Rating Index (PDRI)** specifically for mining projects builds on the CII family of PDRI's, which evaluate front-end project planning, and more than doubles the elements companies must assess to predict performance. Six measures of success evaluate schedules, costs, changes required and actual vs. expected performance, as well as customer satisfaction and actual operations – all with the goal of helping to increase predictability and mining project performance.

RT-363, RT-364, RT-365, RT-TC-03, WG 19-01

ADVANCED WORK PACKAGING (AWP)

CAPTURING OPPORTUNITIES IN THE CLOUD AND ON THE GROUND

FROM INITIAL PLANNING through to commissioning and operations, **Advanced Work Packaging (AWP)** is a CII Best Practice approach to better managing and executing projects. Ground-breaking research delivered in a virtual summit covered a range of opportunities, including how to integrate and improve supply chains; involve critical players, technologies and the end goal earlier in planning and decision making; and create a single source of truth by connecting accurate, diverse digital data in the cloud. A newly created **AWP Concierge** offers an interactive pdf-based tool with links to relevant case studies, presentations and research drawing on more than 500 potential solutions and real-world experience. It includes ways to connect with project leaders to ask questions, learn best practices and make capital projects safer, more productive and less costly.



AWP ROI POTENTIAL

Improving safety, boosting productivity up to 25% and increasing cost performance up to 18%.

25%
BOOST IN
PRODUCTIVITY

18%
INCREASE IN COST
PERFORMANCE

For the full research, enter the report number at www.construction-institute.org/resources/knowledgebase.
To get involved in CII research, contact kldelaney@cii.utexas.edu.

Staying Connected

IN A UNPRECEDENTED YEAR

CII CREATES ONLINE LIFELINE

24+

WEBINARS

500

AVERAGE PARTICIPANT
COUNT PER SESSION

Webinars were a big hit in 2020! CII hosted more than 24 successful webinars, resulting in thousands of new website registrations. On average about 500 people register for each session.

Find past webinars here:

www.construction-institute.org/resources/knowledgebase/cii-webinar-videos

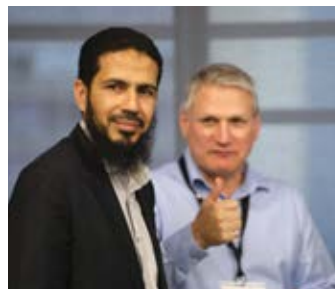
IN 2020, WE KICKED OFF FIVE NEW RESEARCH TEAMS, MANAGED ANOTHER 13 ONGOING TEAMS, AND BROADCAST EIGHT NEW PRESENTATIONS.



BUILDING TOMORROW'S EXECUTIVE LEADERS TODAY

This is the graduating class of CII's **2020 Executive Leadership Program**, the premier industry program for developing future leaders in the capital projects industry.

Participants are guided by renowned instructors from UT's McCombs School of Business and researchers from CII through a concise but intensive curriculum with a focus on the business outcomes of capital projects.



Collaborating with other leaders and professionals from both owner and contractor companies, participants develop a strong network base and lasting partnerships to establish innovative tracks to solve industry challenges.



TRANSFORMING OUR INDUSTRY

As the premier research and development center for the capital projects industry, CII and its members create and deliver innovative solutions that are driving tangible business value and advancing our industry.

OWNERS

AdvanSix	Covestro LLC	Marathon Oil	SABIC - Saudi Basic Industries Corporation
Albemarle Corporation	DTE Energy	Motiva Enterprises	Shell Global Solutions US Inc.
American Transmission Company LLC	DuPont	National Aeronautics & Space Administration	Smithsonian Institution
Anheuser-Busch InBev	Eastman Chemical Company	Naval Facilities Engineering Command	Southern Company
Aramco Services Company	EnLink Midstream	NOVA Chemicals Corporation	TC Energy
Archer Daniels Midland Company	Entergy Corporation	Nuclear Decommissioning Authority	Tennessee Valley Authority
Architect of the Capitol	ExxonMobil Corporation	Nutrien	The Dow Chemical Company
Ascend Performance Materials	General Electric Company	Occidental Petroleum Corporation	The Procter & Gamble Company
AstraZeneca	GlaxoSmithKline	ONEOK, Inc.	The Williams Companies, Inc.
BHP Billiton	Global Infrastructure Partners	Ontario Power Generation	U.S. Army Corps of Engineers
BP America	Honeywell International Inc.	Petrobras	U.S. Department of Commerce/NIST/EL
Bruce Power	Huntsman Corporation	Petronas	U.S. Department of Energy
Cargill, Inc.	INEOS Group Holdings S. A.	Phillips 66	U.S. Department of State
Chevron	Irving Oil	Public Service Electric & Gas Company	U.S. General Services Administration
ConocoPhillips	Johnson & Johnson	Reliance Industries Limited (RIL)	U.S. Veterans Administration
Consolidated Edison Company of New York	Kaiser Permanente		Zachry Corporation
Corning	Koch Industries, Inc.		
	Los Alamos National Laboratory		
	LyondellBasell		

CONTRACTORS

Alfred Miller Contracting	CRB	KBR	SBM Offshore
APTIM	Day & Zimmermann	Kiewit Corporation	Senaat
Arcadis U.S. Inc.	Digital Construction Works	M&H Enterprises	Techint Engineering & Construction
AZCO Inc.	Eichleay, Inc.	MasTec Power Corporation	TechnipFMC plc
Baker Concrete Construction Inc.	Emerson	Matrix Service Company	thyssenkrupp Industrial Solutions (USA), Inc.
Barton Malow Company	Faithful+Gould	McCarthy Building Companies, Inc.	Turner Industries Group
Bechtel Group, Inc.	Fluor Corporation	McDermott International, Inc.	United E&C, Inc.
Black & Veatch	H+M Industrial EPC	Midwest Steel	Victaulic
Brown & Root Industrial Services	Hargrove Engineers + Constructors	PCL Constructors, Inc.	Wood
Burns & McDonnell	Haskell	POWER Engineers, Inc.	Worley
Chiyoda Corporation	Hatch	Primus Builders, Inc.	Zachry Group
Clough USA Inc.	Jacobs	S&B E&C	
Consolidated Contractors Company	JGC Corporation	Saipem SpA	
		Saulsbury Industries	

SERVICE PROVIDERS

Accenture	Construct-X, LLC	Group ASI	Oracle USA, Inc.
Alvarez & Marsal	Continuum Advisory Group	Hexagon PPM	Pathfinder, LLC
ASITE, LLC	Dassault Systèmes SE	Hilti Corporation	PTAG, Inc.
Atlas RFID Solutions	DC Strategies	I.M.P.A.C.T.	T. A. Cook Consultants Inc
Autodesk, Inc.	Deloitte	iConstruct	Trillium Advisory Group Ltd
Bentley Systems Inc.	Detect Technologies	Insight-AWP Inc.	Valency Inc.
BlueCats	DyCat Solutions	JMJ Associates	Zurich
Command Alkon Inc.	ePM	O3 Solutions	



UP TO 70%
reduction in costs for
generating and maintaining
internal company standards



VALUE THROUGH COLLABORATION

PIP (Process Industry Practices) develops and implements common industry practices for facility design, procurement, construction, operations, and maintenance that help reduce a facility's total cost of ownership. Members share their collective wisdom by collaborating to define and document best practices for all members to use while pursuing a long-term goal of digitally delivering PIP practices. Together, members stay on top of emerging trends in more than a dozen PIP practices that are arranged by disciplines (see sidebar).

PIP DISCIPLINE CATEGORIES

-  PROCESS
-  MECHANICAL
-  PIPING
-  CSA
-  I/E
-  DATA
MANAGEMENT

ACTIVE MEMBERS

3M Company	Eastman	JGC America	Pembina Pipeline
AdvanSix	Elementis	Job Industrial	Phillips 66
AECOM	Evonik	KBR	PPG Industries
Aera Energy	ExxonMobil	Keystone Engineering	Preferred Engineering
Air Liquide Advanced Materials	Firestone Polymers	Kiewit Engineering & Design	PVS Chemicals
Archer Daniels Midland (ADM)	Flint Hills Resources	Koch Industries, Inc.	REXtac, LLC
Arkema	Fluor	LANXESS Corporation	Samsung
Ascend Performance Materials	FMC Corporation	Livent	SASOL
Audubon	FutureFuel Chemical Co.	LSB Industries	Saudi Basic Industries Corporation - SABIC
BASF Corp.	GIS Engineering	LyondellBasell	Sekisui Specialty Chemicals
Bayer Group	Grupo Petromex (GPT)	McDermott	SNC-Lavalin
Bechtel	Hargrove & Assoc.	Merichem	Targa Resources
BP	Hess Corporation	Merrick & Company	TechnipFMC
Buckeye Partners	Hexion	Methanex	The Lubrizol Corp.
Burns & McDonnell	Honeywell	Mitsubishi Chemical Corporation	Tug Hill Operating Company
Burrow Global	Honeywell UOP	Mosaic Fertilizer	TWD
Cargill	Huntsman	Motiva Enterprises LLC	UniversalPegasus International
CDI Corporation	Hydrite Chemical	Mott MacDonald	Westlake Chemical
Celanese	IHI E&C International Corporation	Nacero	Williams Companies
Centrica	Indorama Ventures	NORAM E&C	Wood
Chemex Global	INEOS Olefins & Polymers	Nuclear Fuel Services	Worley
Chevron	INEOS Styrolution	Nutrien	Zachry
CITGO	International Paper (IPaper)	Occidental Oil & Gas	Zeon Chemicals L.P.
Clough	Invista	OLIN Corp.	
Cornerstone Chemical	IQA Solutions	OnQuest	
Covestro	ITAC	OQ (formerly OXEA Corporation)	
CTCI	Jacobs		
DuPont			

2020 FINANCIAL REPORT

Construction Industry Institute, The University of Texas at Austin
2020 Financial Report | December 31, 2020

DOES NOT INCLUDE FINANCIAL INFORMATION FOR PIP

YTD (12/31/2020)

Revenues

Contract & Grants	\$289,164
Gifts & Contributions	—
Member Dues	4,384,192
Events / Meetings	17,413
Education / Training	701,023
Licensing and Commercialization	66,943
Administrative Services (Subsidiaries)	60,000
TOTAL REVENUES	5,518,735

Expenses

Research at UT	282,319
Research External	887,015
Development at UT	297,611
Development External	84,969
Marketing	79,847
Events / Meetings	38,114
Education / Training	336,494
Administrative Services	131,331
Staff Salary and Fringe Benefit	3,051,384
Travel	17,606
Overhead - UT	60,040
Overhead - Research Project	50,871
Director's Discretionary	2,000
TOTAL EXPENSES	5,319,602

CHANGE IN AVAILABLE FUNDS BALANCE	199,132
BEGINNING AVAILABLE FUNDS BALANCE	1,863,551
ENDING AVAILABLE FUNDS BALANCE	\$ 2,062,683

COMPOSITION OF AVAILABLE FUNDS

Required reserves	\$1,375,000
Director's discretionary	98,000
CCIS	76,771
Other available funds	512,912
ENDING AVAILABLE FUNDS BALANCE	\$ 2,062,683

INDEPENDENT ACCOUNTANT REPORT

Dunagan★Jack LLP
Certified Public Accountants

**INDEPENDENT ACCOUNTANTS' REPORT
ON APPLYING AGREED-UPON PROCEDURES**

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) 2020 financial report. The Institute's management is responsible for Member Dues and Available Funds reported in the 2020 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 2020 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 2020 financial report.
- We have provided below a reconciliation of the Institute's ending "available funds" balances from *DEFINE to the 2020 financial report.

Reconciliation of Member Dues per *DEFINE to the 2020 financial report:

Membership payments received per *DEFINE:	\$	4,579,986
Reconciling items:		
Add: 2020 member dues accrued (receivable)		509,900
Add: 2020 member dues received (deferred) in prior year		277,200
Less: 2019 member dues accrued in prior year		(584,378)
Less: 2021 member dues deferred		(485,210)
Add: 2020 Globalization Affiliate fees collected		87,514
Less: Unreconciled difference		(820)
Member dues reported in financial report	\$	<u>4,384,192</u>

INDEPENDENT ACCOUNTANT REPORT

CONTINUED

Reconciliation of Available Funds per *DEFINE to the 2020 financial report:

Free balances per *DEFINE:	\$ 402,822
Add: Encumbered funds (not yet spent)	1,870,807
	<hr/>
Adjusted free balances per *DEFINE:	2,273,629
Reconciling items:	
Add: 2020 member dues accrued (receivable)	509,900
Add: Cockrell O/H rebate (receivable)	43,351
Add: Other accounts receivable	120,412
Less: 2021 member dues deferred	(485,210)
Less: 2021 Executive Leadership Program revenues deferred	(146,300)
Less: Accounts payable and accrued expenses	(172,109)
Less: CCIS Funds	(76,771)
Less: OS2 IAP Funds	(4,219)
Less: Miscellaneous reconciling items	—
	<hr/>
Ending available funds balance reported in financial report	\$ 2,062,683

We were engaged by Construction Industry Institute to perform this agreed-upon procedures engagement and conduct 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 2020 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.

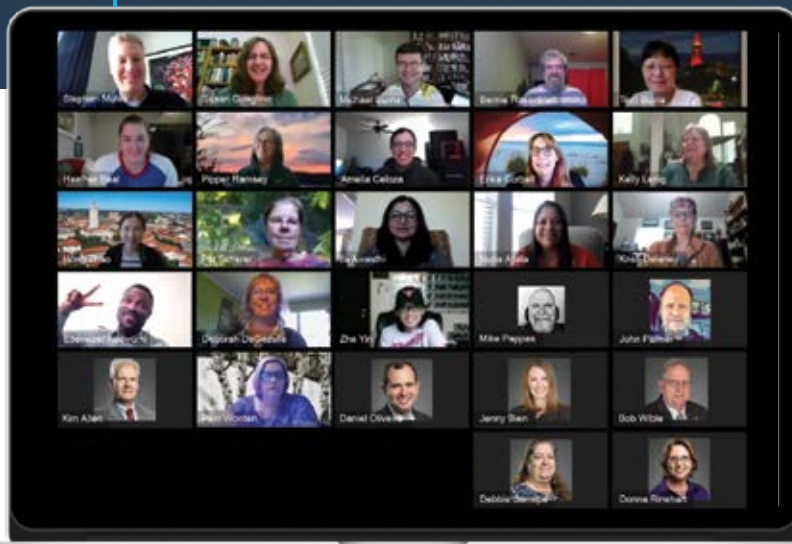


Austin, Texas
February 26, 2021



OUR TEAM

This is but one of many virtual CII team meetings held in 2020 to help us all stay safe, connected and productive.



In the midst of the global pandemic, the CII team worked online, on screen and on the phone to continue delivering the value members have come to expect.



STEPHEN P. MULVA
Director



KIM ALLEN
Director of Operations



JOHN PALMER
Associate Director for Technology



JENNIFER BIEN
Associate Director for Membership and Communications



MICHAEL PAPPAS
Associate Director for Deployment



TERRI BUVIA
Executive Assistant



PAM WOOTEN
Manager of Shared Services



DEBORAH DEGEZELLE
Manager of Information Services



HONG ZHAO
Manager of Financial Services



DANIEL OLIVEIRA
Associate Director for Funded Studies

- ILA AWASTHI
- NURIA AYALA
- MICHAEL BURNS
- ERIKA CORBELL
- KRISTI DELANEY
- KELLY LENIG

- SUSAN QUAGLINO
- PIPPER RAMSEY
- DONNA RINEHART
- BERNIE ROSENBLATT
- DEBBIE SAMILPA
- BOB WIBLE

- Research Assistants**
- AMELIA CELOZA
 - ZHE YIN

IN MEMORIAM

DAVID TWEEDIE





Active CII Volunteer and Member
Watkins Engineers and Constructors (24 years)
Bilfinger Industrial Services (11 years)

WILMA YOUNG

Longtime Assistant to CII Founder Richard Tucker
University of Texas at Austin

CII is a consortium of nearly 135 leading owners, engineering-contractor, supplier and related professional firms from both the public and private arenas. These organizations have joined together to enhance the business effectiveness and sustainability of the capital facility lifecycle through CII research, related initiatives, and industry alliances. CII is unique as the research and development forum for the engineering and construction industry.



-  [CONSTRUCTION-INSTITUTE.ORG](https://www.construction-institute.org)
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