

# Kenneth T. Sullivan, PhD

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ARIZONA STATE UNIVERSITY  
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## EDUCATION

2004	Ph.D.	Civil and Environmental Engineering	University of Wisconsin – Madison
2003	M.B.A.	Real Estate and Urban Economics	University of Wisconsin – Madison
2002	M.S.	Civil and Environmental Engineering	University of Wisconsin – Madison
2000	B.S.	Civil and Environmental Engineering	University of Wisconsin – Madison

## ACADEMIC POSITIONS

2019-Present	<b>Professor</b> Del E. Webb School of Construction School of Sustainable Engineering & the Built Environment Ira A. Fulton Schools of Engineering Arizona State University
2012-2019	<b>Associate Professor</b> Del E. Webb School of Construction School of Sustainable Engineering & the Built Environment Ira A. Fulton Schools of Engineering Arizona State University
2004-2012	<b>Assistant Professor</b> Del E. Webb School of Construction School of Sustainable Engineering & the Built Environment Ira A. Fulton Schools of Engineering Arizona State University

2001-2004      **Research Assistant** (Chair: Prof. Awad Hanna)  
Dept. of Civil & Environment Engineering  
College of Engineering  
University of Wisconsin – Madison

## INDUSTRY EXPERIENCE

2000-2004      **Claims Consultant**  
*Hanna Consulting*  
Claims & Litigation, Productivity & Change Order Impacts  
Madison, WI

1999            **Field Engineering & Laboratory Technician** (*Summer Internship*)  
*Asphalt Specialties, Inc.*  
Henderson, CO

1998            **Laboratory Technician** (*Summer Internship*)  
*Shears Construction Company*  
Shawnee, OK

## HONORS AND AWARDS

2018      Fulton Exemplar Faculty

2017      Associated Schools of Construction 53rd Annual International Conference - Best Paper Award – Honorable Mention

2017      PENTA Building Group Faculty Fellowship – in recognition of leadership and talents

2016      Associated Schools of Construction 52nd Annual International Conference - Best Paper Award

2016      Minister’s Awards for Transportation Innovation (Alberta) – Award for Excellence for Construction Innovation – Leduc County

2015      CAUBO Quality & Productivity Award – Western University

2015      Ira A. Fulton Schools of Engineering Top 5% of Faculty Award

- 2014 Fulton Exemplar Faculty
- 2013 IFMA 2013 Award of Excellence – Educator of the Year Award
- 2012 ASCE 2012 Leadership and Management in Engineering – Best Feature Article Award
- 2012 Arizona Facilities Magazine – Most Influential People: Educator
- 2012 Ira A. Fulton Schools of Engineering Top 5% of Faculty Award
- 2009 Ira A. Fulton Schools of Engineering Top 5% of Faculty Award
- 2008 Ira A. Fulton Schools of Engineering Outstanding Teaching Award
- 2007 PMI Phoenix Chapter Star Partner Award – Support of Project Management Profession in Scholarly and Educational Activities
- 2005 Outstanding Achievement Award - International Facility Management Association

## PUBLICATIONS

### LEGEND:

**Bold** = ASU PhD Student at time of research/authoring

Underline = ASU Master's Student at time of research/authoring

### BOOKS

Schleifer, T., Sullivan, K., and Murdough, J. (2014). *Managing the Profitable Construction Business: The Contractor's Guide to Success and Survival Strategies*. Hoboken, New Jersey: John Wiley & Sons. (+)

### JOURNAL PAPERS

*In Press*

#### *Published*

[J61] **Sullivan, J.**, El Asmar, M., and Sullivan, K. (2019). "Consensus-Building Workshops to Uncover New Market Entry Decision Factors for the Sheet Metal Engineering and Construction Industry." *ASCE Journal of Management in Engineering*. 35(2). 04019001:1-9. [https://doi.org/10.1061/\(ASCE\)ME.1943-5479.0000679](https://doi.org/10.1061/(ASCE)ME.1943-5479.0000679)

**\*\*Selected as Editor's Choice article for the issue**

[J60] **Smithwick, J.**, Schleifer, T., **Sawyer, J.**, and Sullivan, K. (2018). "Quantifying the Impact of the Great Recession on the AEC Industry – A Call to Reevaluate Home Office Overhead Costs," *International Journal of Construction Education and Research*. 15(3) pp 198-215. DOI: <https://doi.org/10.1080/15578771.2018.1473308>.

[J59] **Hurtado, K.**, Smithwick, J., Sullivan, K. and Bown, M. (2019). "Evaluating the Impact Facility Management Credentials." *Journal of Facility Management Education and Research*. DOI: 10.22361/jfmer/113761

[J58] **Pesek, A., Smithwick, J., Saseendran, A.,** Sullivan, K. (2019). "Information Asymmetry on Heavy/Civil Projects: Deficiencies Identification by Contractors and Owners." *ASCE Journal of Management in Engineering*. DOI: 10.1061/(ASCE)ME.1943-5479.0000694

[J57] **Call, S., Sullivan, K.,** and Smithwick, J. (2018). "The US Healthcare Facilities Management Industry's State of Hiring from Facilities Management Academic Programs," *Journal of Facility Management Education and Research*. DOI: <https://doi.org/10.22361/jfmer/93922>.

[J56] Gajjar, D., Smithwick, J., and Sullivan, K. (2018). "Improving Janitorial Contract Performance with Facility Management Performance Scorecards," *Journal of Facility Management Education and Research*. DOI: <https://doi.org/10.22361/jfmer/94925>.

[J55] **Call, S.,** Sullivan, K., and Smithwick, J. (2018). "Employment Barriers into US Healthcare Facilities Management Industry for New Facilities Management Graduates," *Journal of Facility Management Education and Research*. DOI: <https://doi.org/10.22361/jfmer/99694>.

[J54] **Perrenoud, A., Lines, B. C., Savicky, J.,** and Sullivan, K. T. (2017). "Using best-value procurement to measure the impact of initial risk-management capability on qualitative construction performance." *ASCE Journal of Management in Engineering*, 33(5), 04017019. [https://doi.org/10.1061/\(ASCE\)ME.1943-5479.0000535](https://doi.org/10.1061/(ASCE)ME.1943-5479.0000535)

[J53] **Lines, B. C., Perrenoud, A. J.,** Sullivan, K. T., Kashiwagi, D. T., and **Pesek, A.** (2017). "Implementing Project Delivery Process Improvements: Identification of Resistance Types and Frequencies." *ASCE Journal of Management in Engineering*, 33(1), 04016031. [https://doi.org/10.1061/\(ASCE\)ME.1943-5479.0000480](https://doi.org/10.1061/(ASCE)ME.1943-5479.0000480)

[J52] **Haverstic, T.,** Sullivan, K.T., and Smithwick, J., (2017). "Impact of Solar Reflectance Attenuation and Roof Cleaning on a Cool Roof: Assessing Return on Investment for Facility Management," *Journal of Facility Management Education and Research*. 1(2), pp. 72-85. <https://doi.org/10.22361/jfmer/81613>

[J51] **Whitcraft, D.,** Sullivan, K.T., **Saseendran, A.,** and Smithwick, J. (2017). "Case Study of Load Shifting Using Thermal Energy Ice Storage in Public Facilities," *Journal of Facility Management Education and Research*. 1(2), pp. 67-71. <https://doi.org/10.22361/jfmer/81612>

[J50] **Shirey, W.,** Sullivan, K.T., Lines, B., and Smithwick, J., (2017). "Application of Lean Six Sigma to Improve Service in Healthcare Facilities Management: A Case Study," *Journal of Facility Management Education and Research*. 1(1), pp. 9-18. <https://doi.org/10.22361/jfmer/78724>

- [J49] Cluff, C., Stone, B., Sullivan, K.T., and Smithwick, J., (2017). "Nauvoo Illinois Historic Site: A Facilities Management Perspective," *Journal of Facility Management Education and Research*. 1(1), pp. 1-8. <https://doi.org/10.22361/jfmer/78725>
- [J48] **Hurtado, K.**, Smithwick, J., **Pesek, A.** and Sullivan, K.T., (2017). "Public School Facility Underfunding: A New Tool to Maximize Construction Dollars and Improve Performance Outcomes," *International Journal of Construction Education and Research*, Published Online 08 May 2017. <https://doi.org/10.1080/15578771.2017.1316800>  
**\*\*Invited Journal Publication**
- [J47] **Perrenoud, A.J.**, and Sullivan, K.T. (2016). "Analysis of Executive Succession Planning in 12 Construction Companies." *International Journal of Construction Education and Research*, 13(1), 64-80. Manuscript ID UICE-2015-0876.R2. <https://doi.org/10.1080/15578771.2016.1143892>
- [J46] **Perrenoud, A.J.**, **Smithwick, J.B.**, **Hurtado, K.C.**, and Sullivan, K.T. (2015). "Project Risk Distribution during the Construction Phase of Small Building Projects." *ASCE Journal of Management in Engineering*, Vol. 32 (3). pp. 04015050. [https://doi.org/10.1061/\(ASCE\)ME.1943-5479.0000417](https://doi.org/10.1061/(ASCE)ME.1943-5479.0000417)
- [J45] **Lines, B.C.**, Sullivan, K.T., and Wiezel, A. (2015). "Support for Organizational Change: Change-Readiness Outcomes among AEC Project Teams." *ASCE Journal of Construction Engineering and Management*, Vol. 142 (2), 04015062. [https://doi.org/10.1061/\(ASCE\)CO.1943-7862.0001043](https://doi.org/10.1061/(ASCE)CO.1943-7862.0001043)
- [J44] **Gajjar, D.**, Kashiwagi, D., Sullivan, K., and Kashiwagi, J. (2015). "Post Occupancy Performance Evaluation of Time of Installation Factors - A Seven Year Study of SPF Roofing." *ASCE Journal of Performance of Constructed Facilities*. Vol. 29 (2), pp. 04044044-1 – 04014044-8 [https://doi.org/10.1061/\(ASCE\)CF.1943-5509.0000500](https://doi.org/10.1061/(ASCE)CF.1943-5509.0000500)
- [J43] **Lines, B. C.**, Sullivan, K. T., **Smithwick, J. B.**, and Mischung, J. (2015). "Overcoming resistance to change in engineering and construction: Change management factors for owner organizations." *International Journal of Project Management*. Vol. 33 (5), pp. 1170-1179. <https://doi.org/10.1016/j.ijproman.2015.01.008>
- [J42] **Lines, B.**, **Perrenoud, A.**, **Smithwick, J.** and Sullivan, K. (2014). "Implementing New Project Delivery Strategies: Development of a Web-Based Multimedia Tool to Support Owner Project Team Training." *International Journal of Construction Education and Research*, Vol. 11 (2), 140-160. <https://doi.org/10.1080/15578771.2014.930541>
- [J41] **Elawi, G. S. A.**, **Algahtany, M.**, Kashiwagi, D., & Sullivan, K. (2014). "Major Factors Causing Construction Delays in Mecca." *Journal for the Advancement of Performance Information and Value*, Vol. 7 (1), 75-86.
- [J40] **Lines, B.**, Sullivan, K., **Hurtado, K.**, and **Savicky, J.** (2014). "Planning in Construction: Longitudinal Study of Pre-Contract Planning Model Demonstrates Reduction in Project Cost and Schedule Growth." *International Journal of Construction Education and Research* <https://doi.org/10.1080/15578771.2013.872733>
- [J39] **Hurtado, K.**, Sullivan, K., Okamura, P., and Kashiwagi, D. (2014). "A New Instructional Strategy and Delivery System for the Facility Management Professional (FMP) Credential." *International Journal of Facility Management*, Vol. 5 (2).

[J38] **Smithwick, J., Thurston, A., Hurtado, K.,** Kashiwagi, D., and Sullivan, K. (2014). "Student Engagement in the Facility Management Profession through Mentorship." *International Journal of Facility Management*, Vol. 5 (2).

[J37] **Gajjar, D.,** Kashiwagi, J., Kashiwagi, D., and Sullivan, K. (2014). "Maintaining the Quality of Constructed Facilities Using the Performance Information Measurement System: A Three-Year Study on SPF Roofing." *International Journal of Facility Management*, Vol. 5 (2).

[J36] **Perrenoud, A., Lines, B.** and Sullivan, K. (2014). "Measuring Risk Management Performance within a Capital Program". *Journal of Facilities Management*, Vol. 12 (2), 158-177 <https://doi.org/10.1108/JFM-03-2013-0018>

[J35] **Stone, B., Perrenoud, A.,** and Sullivan, K. (2014). "Rescue Management of a Failed Project: An Empirical Case Study of the Subordinate Expertise Empowerment (SEE) Model." *Journal for the Advancement of Performance Information and Value*, Vol. 6 (1), 1-21.

[J34] **Savicky, J.,** Kashiwagi, D., **Barlish, K.,** and Sullivan, K. (2014). "Best Value Procurement Results within the GSA." *Journal for the Advancement of Performance Information and Value*, Vol. 6 (1), 75-84.

[J33] **Smithwick, J.,** Shultz, T., Sullivan, K., and Kashiwagi, D. (2013) "A model for the Creation of Shared Assumptions and Effective Preplanning." *International Journal of Facility Management*, Vol. 4 (3), 16-27.

[J32] **Lines, B.,** Stone, B., and Sullivan, K. (2013). "Organizational Implementation of Best Value Project Delivery: Impact of Value-Based Procurement, Preplanning, and Risk Management." *CIB Journal for the Advancement of Performance Information and Value*, Vol. 5 (1), 1-19.

[J31] **Gajjar, D.,** Sullivan, K., and Kashiwagi, D. (2013). "Post Construction Quality Evaluation- Manufacturer's Use of End User to Minimize Risk." *CIB Journal for the Advancement of Performance Information and Value*, Vol. 5 (1), 20-26.

[J30] **Lines, B.,** Sullivan, K., and **Perrenoud, A.** (2013). "Optimizing Cost and Schedule Performance through Best Value Project Delivery: Application within a Design-Build Project." *CIB Journal for the Advancement of Performance Information and Value*, Vol. 5 (1), 27-40.

[J29] **Perrenoud, A.,** Sullivan, K. (2013). "Implementing Project Schedule Metrics to Identify the Impact of Delays Correlated with Contractors." *CIB Journal for the Advancement of Performance Information and Value*, Vol. 5 (1), 41-49.

[J28] **Smithwick, J.,** Sullivan, K., Kashiwagi, D. (2013). "Utilization of a Best Value Structure on a City's Park Renewal and Upgrade Program." *CIB Journal for the Advancement of Performance Information and Value*, Vol. 5 (1), 50-58.

[J27] Sullivan, K. and Oates, H. (2012). "Analysis of Arizona's LEED for New Construction Population's Credits." *ASCE Journal of Construction Engineering and Management*, Vol. 138 (12), 1377-1385. [https://doi.org/10.1061/\(ASCE\)CO.1943-7862.0000525](https://doi.org/10.1061/(ASCE)CO.1943-7862.0000525)

[J26] Oates, H. and Sullivan, K. (2012). "Post Occupancy Energy Consumption Survey of Arizona's LEED New Construction Population." *ASCE Journal of Construction Engineering and Management*, Vol. 138 (6), 742-750. [https://doi.org/10.1061/\(ASCE\)CO.1943-7862.0000478](https://doi.org/10.1061/(ASCE)CO.1943-7862.0000478)

[J25] **Barlish, K.**, Sullivan, K., and De Marco, A. (2012). "Education and Simulation of Best Value in an International Academic Setting: A Case Study" *Journal for the Advancement of Performance Information and Value*, Vol. 4 (1), 44-62.

[J24] Sullivan, K. and Lines, B. (2012). "Project Management Strategies to Maximize Performance in Exploratory Research: A Case Study in Solar Thermal Energy Storage Technology Development." *ASCE Leadership and Management in Engineering*, Vol. 12 (2), 71-80.

[J23] Barlish, K. and Sullivan, K. (2012). "How to measure the benefits of BIM – A case study approach." *Automation in Construction*, Vol. 24 (2012), 149-159. <https://doi.org/10.1016/j.autcon.2012.02.008>

[J22] Sullivan, K. (2011). "Quality Management Programs in the Construction Industry: Best Value Compared with Other Methodologies." *ASCE Journal of Management in Engineering*, Vol. 27 (4), 210-219. [https://doi.org/10.1061/\(ASCE\)ME.1943-5479.0000054](https://doi.org/10.1061/(ASCE)ME.1943-5479.0000054)

[J21] Sullivan, K. and Michael, J. (2011). "Performance Measurement Approach to Contracting and Delivering Design Services." *ASCE Journal of Professional Issues in Engineering Education and Practice*, Vol. 137 (4), 248-257. [https://doi.org/10.1061/\(ASCE\)EI.1943-5541.0000056](https://doi.org/10.1061/(ASCE)EI.1943-5541.0000056)

[J20] Sullivan, K. and **McDonald, D.** (2011). "Leadership Principles and Performance Measurement in Facilities Management: A Case Study." *ASCE Leadership and Management in Engineering*, Vol. 11 (4), 302-309. [https://doi.org/10.1061/\(ASCE\)LM.1943-5630.0000139](https://doi.org/10.1061/(ASCE)LM.1943-5630.0000139)

**\*\*Winner of the ASCE 2012 Leadership and Management in Engineering – Best Feature Article Award**

[J19] Sullivan, K., Savicky, J., and Carey, B. (2010). "Best-Value Process Implementation at the City of Peoria: Five Years of Research Testing." *Journal for the Advancement of Performance Information and Value*, Vol. 2 (1), 23-32.

[J18] Sullivan, K. and Savicky, J. (2010). "Past Performance Information: Analysis of the Optimization of a Performance Evaluation Criteria." *Journal for the Advancement of Performance Information and Value*, Vol. 2 (1), 13-22.

[J17] Sullivan, K., Georgoulis, S., and Lines, B. (2010). "Empirical Study of the Current Facility Management Profession." *Journal of Facilities Management*, Vol. 8 (2), 91-103. (+)

[J16] Sullivan, K., Kashiwagi, J., and Kashiwagi, D. (2010). "The Optimizing of Design Delivery Services for Facility Owners." *Journal of Facilities Management*, Vol. 8 (1), 26-46.

[J15] Sullivan, K., Kashiwagi, D., Chong, N. (2009). "The Influence of an Information Environment on a Construction Organization's Culture: A Case Study." *Advances in Civil Engineering*, Vol. 2009, Article ID 387608, 10 pages.

[J14] Sullivan, K. and Guo, Y. (2009). "Contractor Cash Flow and Profitability Analysis between Best Value and Low Bid." *Cost Engineering*, Vol. 51 (9), 16-20.

[J13] Kashiwagi, J., Sullivan, K., and Kashiwagi, D. (2009). "Risk Management System Implemented at the US Army Medical Command." *Journal of Facilities Management*, Vol. 7 (3), 224-245.

[J12] Badger, W., Sullivan, K., Wiezel, A., Bopp, P. (2009). "Profiling the Leadership of Project Managers." *International Journal of Construction Education and Research*, Vol. 5 (2), 121-146.

[J11] Sullivan, K., Savicky, J., and Kashiwagi, D. (2008). "Case Study of Sustainability of the PIPS Best Value Program at the University of Minnesota." *Journal for the Advancement of Performance Information and Value*. Vol. 1 (1), 78-32.

[J10] Sullivan, K. and Michael, J. (2008). "Industry Transformation: Testing Best Value and Leadership in Non-Construction Industries." *Journal for the Advancement of Performance Information and Value*. Vol. 1 (1), 20-34.

[J9] Hanna, A., Chang, C., Sullivan, K., and Lackney, J. (2008). "Impact of Shift Work on Labor Productivity for Labor Intensive Contractor." *ASCE Journal of Construction Engineering and Management*, Vol. 134 (3), 197-204. [https://doi.org/10.1061/\(ASCE\)0733-9364\(2008\)134:3\(197\)](https://doi.org/10.1061/(ASCE)0733-9364(2008)134:3(197))

[J8] Kashiwagi, J., Kashiwagi, D. and Sullivan, K. (2007), Refining the Supply Chain: Schering Plough Procurement of Facility Services, *Journal of Construction Procurement*, Volume 13, Number 2, November 2007, 99- 107.

[J7] Kashiwagi D., Ahmed S., and Sullivan K. (2007), Case Study: Best Value Procurement at South Florida Hospital Facility, *Journal of Construction Procurement*, Volume 13, Number 2, November 2007, 76 – 87.

[J6] Chang, C., Hanna, A., Lackney, J., and Sullivan, K. (2007). "Quantifying the Impact of Schedule Compression on Labor Productivity for Mechanical and Sheet Metal Contractor." *ASCE Journal of Construction Engineering and Management*, Vol. 133 (4), 287-296. [https://doi.org/10.1061/\(ASCE\)0733-9364\(2007\)133:4\(287\)](https://doi.org/10.1061/(ASCE)0733-9364(2007)133:4(287))

[J5] Hanna, A., Chang, C., Lackney, J., and Sullivan, K. (2007). "Impact of Overmanning on Mechanical and Sheet Metal Labor Productivity." *ASCE Journal of Construction Engineering and Management*, Vol. 133 (1), 22-28. [https://doi.org/10.1061/\(ASCE\)0733-9364\(2007\)133:1\(22\)](https://doi.org/10.1061/(ASCE)0733-9364(2007)133:1(22))

[J4] Hanna, A. and Sullivan, K. (2005). "Bridging the Gap between Academics and Practice: A Capstone Design Experience." *ASCE Journal of Professional Issues in Engineering Education and Practice*, Vol. 131, (1), 59-62. [https://doi.org/10.1061/\(ASCE\)1052-3928\(2005\)131:1\(59\)](https://doi.org/10.1061/(ASCE)1052-3928(2005)131:1(59))

[J3] Hanna, A., Taylor, C., and Sullivan, K. (2005). "Impact of Extended Overtime on Construction Labor Productivity." *ASCE Journal of Construction Engineering and Management*, Vol. 131 (6), 734-739. [https://doi.org/10.1061/\(ASCE\)0733-9364\(2005\)131:6\(734\)](https://doi.org/10.1061/(ASCE)0733-9364(2005)131:6(734))

[J2] Hanna, A., Menches, C., Sullivan, K., and Sargent, J. (2005). "Factors Affecting Absenteeism in Electrical Construction." *ASCE Journal of Construction Engineering and Management*, Vol. 131 (11), 1212-1218. [https://doi.org/10.1061/\(ASCE\)0733-9364\(2005\)131:11\(1212\)](https://doi.org/10.1061/(ASCE)0733-9364(2005)131:11(1212))

[J1] Hanna, A. and Sullivan, K. (2004). "Impact of Overtime on Construction Labor Productivity." *Cost Engineering*. Vol. 46, No. 4. 20-27.

## REFEREED CONFERENCE PAPERS



- [C141] **Delvinne, H.H.**, Hurtado, K., Smithwick, J., Lines, B., & Sullivan, K. (2020). "Construction Workforce Challenges and Solutions: A National Study of the Roofing Sector in the United States." In *Proceedings, ASCE Construction Research Congress*. Tempe, AZ. March 8-10, 2020.
- [C140] **Cheah, E.L.**, Lines, B., Smithwick, J., Hurtado, K., & Sullivan, K. (2020). "Top-Performing Project Managers in Electrical Contractors: A National Assessment of Personality and Aptitude Characteristics." In *Proceedings, ASCE Construction Research Congress*. Tempe, AZ. March 8-10, 2020.
- [C139] **Maali, O.**, Lines, B., Smithwick, J., Hurtado, K., & Sullivan, K. (2020). "Best Practices of Organizational Change Management for Adopting New Technologies within the AEC Industry." In *Proceedings, ASCE Construction Research Congress*. Tempe, AZ. March 8-10, 2020.
- [C138] **Saseendran, A., Delvinne, H., Sullivan, K., Shalwani, A. S.,** and Lines, B. (2019). "Transforming Student Groups into Effective Teams: Utilizing Human Dimensions to Maximize Student Success." In *Proceedings, Associated Schools of Construction 55<sup>th</sup> Annual International Conference*, Denver, CO, pp. 323-330, April 10-12, 2019.
- [C137] **Shalwani, A. S., Lines, B. C., Delvinne, H., Saseendran, A.,** and Sullivan, K, T (2019). "Team Structuring Based on Personality and Emotionality Traits for Better Project Performance." In *Proceedings, Associated Schools of Construction 55<sup>th</sup> Annual International Conference*, Denver, CO, pp. 315-322, April 10-12, 2019.
- [C136] **Delvinne, H. H., Hurtado, K., Saseendran, A., Smithwick, J.,** and Sullivan, K. (2019). "Impacts of Project Scope on Solicitation Performance: A Cross-Disciplinary Study." In *Proceedings, Associated Schools of Construction 55<sup>th</sup> Annual International Conference*, Denver, CO, pp. 603-610, April 10-12, 2019.
- [C135] **Hurtado, K., Saseendran, A., Savicky, J.,** Sullivan, K. (2018). Attracting And Identifying High Performing Project Managers. *Proceedings of the Fourth Australasia and South-East Asia Structural Engineering and Construction Conference*. Brisbane, Australia, (Dec 3-5, 2018), CPM-06-1 – 6.
- [C134] **Hurtado, K., Saseendran, A.,** Sullivan, K., Smithwick, J., Lines, B., & Stone, B. (2018). Team Assignment Mechanics: Qualifications, Availability, and the Human Element. In *Proceedings, American Society of Civil Engineers (ASCE) Construction Research Congress* (pp. 158-164). New Orleans, LA. April 2-4, 2018.
- [C133] **Hurtado, K., Savicky, J.,** Sullivan, K., Smithwick, J., and Gajjar, D. (2018). "Construction Portfolio Management Model for Institutions," In *Proceedings, American Society of Civil Engineers (ASCE) Construction Research Congress* (pp. 168-177). New Orleans, LA. April 2-4, 2018.
- [C132] **Shalwani, A.S., Lines, B.C., Smithwick, J.B., Hurtado, K.C.,** and Sullivan, K.T. (2018). "Relationship of Construction Engineering and Management Student Performance with Personality Traits: HEXACO and Emotional Intelligence." In *Proceedings, Associated Schools of Construction 54<sup>th</sup> Annual International Conference*, Minneapolis, MN, pp. 273-280, April 18-21, 2018.
- [C131] **Algahtany, M.,** Sullivan, K., Kashiwagi, D., Kashiwagi, J. (2018). Development of contractors' mitigation practices towards risks out of contractors control in the Saudi construction industry. In *EURO-MED-SEC-2: Proceedings of the Second European and Mediterranean Structural Engineering and Construction Conference: Responsible Design and Delivery of the Constructed Project*, Beirut, Lebanon, July 23-28, 2018.

[C130] **Algahtany, M.**, Kashiwagi, D., Sullivan, K., Kashiwagi, J., Alzara, M. (2018). Assessment of contractors' practices towards risks out of contractors control in the Saudi construction industry. In EURO-MED-SEC-2: Proceedings of the Second European and Mediterranean Structural Engineering and Construction Conference: Responsible Design and Delivery of the Constructed Project, Beirut, Lebanon, July 23-28, 2018.

[C129] **Hurtado, K.**, Perrenoud, A., Smithwick, J., and Sullivan, K. (2017). "Linking Contractor Planning and Risk Prediction to Project Performance," In Proceedings, *Associated Schools of Construction 53rd Annual International Conference*. Seattle, WA. April 6-7, 2017.

**\*\*Winner ASC 2017 Conference Best Paper – Honorable Mention (2<sup>nd</sup> Place)**

[C128] Lines, B. C., Sullivan, K. T., & Perrenoud, A. J. (2017). Facilitating the Adoption of New Project Delivery Practices among Architecture, Engineering, and Construction Project Teams. In Proceedings, *Architectural Engineering Institute (AEI) Conference 2017*. Oklahoma City, OK.

[C127] Smithwick, J., Lines, B. C., **Sawyer, J.**, & Sullivan, K. (2017). An Analysis of Construction Overhead Expenses During the "Great Recession". In Proceedings, *Associated Schools of Construction 53rd Annual International Conference*. Seattle, WA. April 6-7, 2017.

[C126] **Sullivan, J.**, El Asmar, M., and Sullivan, K. (2016). "Uncovering Market Entry Decision Factors for the Sheet Metal and HVAC Industry." *ASCE Construction Research Congress 2016*, San Juan, Puerto Rico: pp. 1978-1987. (31 May – 2 June, 2016).

[C125] **Gajjar, D.**, Kashiwagi, D., Lines, B., and Sullivan, K. (2016). "Use of a Warranty Tracking Program to Identify and Resolve Performance Risk." *ASCE Construction Research Congress 2016*, San Juan, Puerto Rico: pp. 2171-2176. (31 May – 2 June, 2016).

[C124] **Pesek, A., Smithwick, J., Hurtado, K.**, and Sullivan, K. (2016). "Utilization of Value and Risk Assessments in Transportation Procurement: A Case Study of a New Highway Corridor." *ASCE Construction Research Congress 2016*, San Juan, Puerto Rico: pp. 448-456. (31 May – 2 June, 2016).

[C123] **Hurtado, K., Smithwick, J.**, Sullivan, K., and **Savicky, J.** (2016). "Design and Implementation of a Practice-Based Course in Contracting and Project Management," *123rd ASEE Annual Conference & Exposition*, New Orleans, LA, June 26-29, 2016. 10.18260/p.26671

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- [C25] Sullivan, K., Kashiwagi, D., Savicky, J., and Kruus, M. (2006) "Client Project/Construction Management: The Counterintuitive Approach." *Proceedings of the International Conference in the Built Environment in the 21st Century (ICIBE 2006)*, Kuala Lumpur, Malaysia, pp 247-258 (June 13-15, 2006).
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- [C12] Canori, V., Sullivan, K.T., Kashiwagi, D.T., and Kashiwagi, M. (2005) "The Ramifications of Quality Assurance / Quality Control." *ASC International Proceeding of the 41<sup>st</sup> Annual Conference*, University of Cincinnati, Cincinnati, OH, CD-Track 6 (April 06, 2005).
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- [C10] Sullivan, K.T., Kashiwagi, M., and Kashiwagi, D.T. (2005) "Obstacles with Understanding Best Value Practices." *ASC International Proceeding of the 41<sup>st</sup> Annual Conference*, University of Cincinnati, Cincinnati, OH, CD-Track 5 (April 6, 2005).
- [C9] Sullivan, K.T., Kashiwagi, D.T., Carroll, B., Lee, M., and Kashiwagi, M. (2005) "Research to Correct the Problems of the Regulators of Client's Risk." *ASC International Proceeding of the 41<sup>st</sup> Annual Conference*, University of Cincinnati, Cincinnati, OH, CD-Track 5 (April 6, 2005).
- [C8] Parmar, D., Sullivan, K.T., Egbu, C., Greenwood, D., and Kashiwagi, D.T. (2005) "Statistical Comparison of Performance Based Procurement and Price Based Procurement." *Construction Research Congress: Broadening Perspectives*, ASCE, San Diego, CA, p.88 (April 5-7, 2005).
- [C7] Kashiwagi, D.T., Sullivan, K.T., Greenwood, D., Kovel, J., and Egbu, C. (2005) "Source of Construction Industry Instability and Performance Problems." *Construction Research Congress: Broadening Perspectives*, ASCE, San Diego, CA, p. 79 (April 5-7, 2005).
- [C6] Hanna, A.S., Chang, C.K., Lackney, J.A., and Sullivan, K.T. (2005) "Overmanning Impact on Construction Labor Productivity." *Construction Research Congress: Broadening Perspectives*, ASCE, San Diego, CA, p.75 (April 5-7, 2005).

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[C4] Chang, C.K., Hanna, A.S., Sullivan, K.T., and Lackney, J.A. (2005) "Quantifying the Impact of Schedule Compression on Construction Labor Productivity." *Construction Research Congress: Broadening Perspectives*, ASCE, San Diego, CA, p.58 (April 5-7, 2005).

[C3] Sullivan, K.T., Egbu, C. and Kashiwagi, D.T. (2005) "Forcing Contractors to Improve with Minimized Management Effort." *CIB W92 Construction Procurement: The Impact of Cultural Differences and Systems on Construction Performance*, University of Nevada – Las Vegas (UNLV), Las Vegas, NV, 2, pp. 683-691 (February 8-10, 2005).

[C2] Sullivan, K.T., Egbu, C., and Kashiwagi, D.T. (2005) "Sustainability of the Facility Manager: Movement from Management to Leadership." *CIB W92 Construction Procurement: The Impact of Cultural Differences and Systems on Construction Performance*, University of Nevada – Las Vegas (UNLV), Las Vegas, NV, 2, pp. 655-663 (February 8-10, 2005).

[C1] Sargant, J.R., Sullivan, K.T., and Hanna, A.S. (2003) "Absenteeism and Turnover Impact on Labor Productivity for Electrical Contractors." *Construction Research Congress 2003*, ASCE, Honolulu, Hawaii, p.8 (March 2003).

## TECHNICAL REPORTS

[TR8] Sullivan, K. and Hurtado, K. (2018). Engaging Member Companies to Enhance the Value and Perceptions of IFMA Credentials. International Facility Managers Association.

[TR7] Sullivan, K. and Hurtado, K. (2017). Evaluating the Value: IFMA Facility Management Credentials. International Facility Managers Association.

[TR6] Wiesel, A., Sullivan, K., Perrenoud, A. J., Gunnoe, J. (2016). Best Practices for Project Manager Succession (pp. 133). Construction Industry Institute.

[TR5] Sullivan, K. and Perrenoud, A. (2012). "Executive Succession Planning." *Electri International*, Bethesda, Maryland.

[TR4] Sullivan, K. and Ott, R. (2009). "Asbestos Regulations and Awareness Seminars Post Evaluation for EPA Requirements." Environmental Information Association, Tempe, AZ.

[TR3] Egbu, C., Kashiwagi, D., Sullivan, K. and Carey, B. (2008). "Identification of the Use and Impact of Performance Information within the Construction Industry." CIB Task Group 61 Summary Report, Amsterdam, Netherlands.

[TR2] Hanna, A.S. and Sullivan, K.T. (2004). "Factors Affecting Labor Productivity for Electrical Contractors" National Electrical Contractors Association's (NECA) Electrical Contracting Foundation, Bethesda, Maryland.

[TR1] Hanna, A.S. and Sullivan, K.T. (2004). "Quantifying the Cumulative Impact of Change Orders [for Sheet Metal Contractors]" Sheet Metal and Air Conditioning Contractors' National Association's (SMACNA) New Horizons Foundation (NHF), Chantilly, Virginia.

#### **OTHER PUBLICATIONS (NON-REFEREED)**

[OP4] "University of Alberta Transforms RFPs from Reactive to Proactive." NECI-The Legal Edge, Issue 98, April-June 2012

[OP3] Sullivan, K.T. (2008) Best Value: An efficient construction model. Modern Contractor Solutions, April Issue, pp.30-31.

[OP2] Kashiwagi, D. and Sullivan, K. (2008) Best Value Environment Improves Our Industry. Engineering News Record, Technical Viewpoint: Progressive Project Delivery, Vol. 260, No. 9, pp. 26-27.

[OP1] Chong, N., Sullivan, K., and Kashiwagi, D. (2007) Best Value/PIPS Delivers Performance. Owner's Perspective: The Magazine of the Construction Owners Association of America, Spring Issue, pp. 19-21.

## PRESENTATIONS

### SUMMARY OF PRESENTATIONS *(since 2011 only)*

#### LEGEND:

**Bold** = ASU PhD Student

Underline = ASU Master's Student

### PEER-REVIEWED CONFERENCE PRESENTATIONS *(since 2011 only, highlights)*

#### 2018

1. **Hurtado, K., Saseendran, A.,** Sullivan, K., Smithwick, J., Lines, B., & Stone, B. (2018). Team Assignment Mechanics: Qualifications, Availability, and the Human Element. *In Proceedings, American Society of Civil Engineers (ASCE) Construction Research Congress* (pp. 158-164). New Orleans, LA. April 2-4, 2018. (Student Presented)
2. **Hurtado, K., Savicky, J.,** Sullivan, K., Smithwick, J., and Gajjar, D. (2018). "Construction Portfolio Management Model for Institutions," *In Proceedings, American Society of Civil Engineers (ASCE) Construction Research Congress* (pp. 168-177). New Orleans, LA. April 2-4, 2018. (Student Presented)
3. Shalwani, A.S., Lines, B.C., Smithwick, J.B., **Hurtado, K.C.,** and Sullivan, K.T. (2018). "Relationship of Construction Engineering and Management Student Performance with Personality Traits: HEXACO and Emotional Intelligence." *In Proceedings, Associated Schools of Construction 54th Annual International Conference*, Minneapolis, MN, pp. 273-280, April 18-21, 2018. (Student Presented)

#### 2017

4. Hurtado, K., Perrenoud, A., Smithwick, J., and Sullivan, K. (2017). "Linking Contractor Planning and Risk Prediction to Project Performance," 2017 Associated Schools of Construction Conference, Seattle, WA, April 6-7, 2017. (Student Presented)  
**\*\*Winner ASC 2017 Conference Best Paper – Honorable Mention (2nd Place)**

#### 2016

5. **Smithwick, J., Hurtado, K.,** Perrenoud, A., and Sullivan, K. (2016). "The Effect of Pre-planning on Public Works Projects: A Policy Perspective," 2016 Associated Schools of Construction Conference, Provo, UT, April 13-16, 2016. (Student Presented)
6. **Alofi, A.,** Kashiwagi, J., Kashiwagi, D., and Sullivan, K. (2016). "An Analysis of the Current Procurement System in Saudi Arabia." 2016 Associated Schools of Construction Conference, Provo, UT, April 13-16, 2016. (Student Presented)
7. **Hurtado, K. C., Smithwick, J. B., Pesek, A., &** Sullivan, K. T. (2016). "Charting contractor performance in public school construction: a longitudinal case study." Associated Schools of Construction 52nd Annual Conference, Provo, UT, 13-16 April 2016. (Student Presented)

8. **Sullivan, J.**, El Asmar, M., and Sullivan, K. (2016). "Uncovering Market Entry Decision Factors for the Sheet Metal and HVAC Industry." ASCE Construction Research Congress 2016, San Juan, Puerto Rico: (31 May – 2 June, 2016). (Student Presented)
9. **Gajjar, D.**, Kashiwagi, D., Lines, B., and Sullivan, K. (2016). "Use of a Warranty Tracking Program to Identify and Resolve Performance Risk." ASCE Construction Research Congress 2016, San Juan, Puerto Rico: (31 May – 2 June, 2016). (Student Presented)
10. **Pesek, A.**, Smithwick, J., Hurtado, K., and Sullivan, K. (2016). "Utilization of Value and Risk Assessments in Transportation Procurement: A Case Study of a New Highway Corridor." ASCE Construction Research Congress 2016, San Juan, Puerto Rico: (31 May – 2 June, 2016). (Student Presented)
11. **Hurtado, K., Smithwick, J.**, Sullivan, K., and Savicky, J. (2016). "Design and Implementation of a Practice-Based Course in Contracting and Project Management," 123rd ASEE Annual Conference & Exposition, New Orleans, LA, June 26-29, 2016. (Student Presented)
12. Sullivan, K. (2016). Implementation of Thermal Energy Storage on Operational Facilities in the Southeast United States. International Facility Managers Association World Workplace Academic and Research Track Conference. San Diego, California, USA. 5 October 2016.
13. **Hurtado, K.** and Sullivan, K. (2016). ROI of FM Credentials. International Facility Managers Association World Workplace Academic and Research Track Conference. San Diego, California, USA. 5 October 2016. (Student Presented)

## 2015

14. Mischung, J., **Smithwick, J.**, Sullivan, K., Kashiwagi, D. and Perrenoud, A. (2015). "A Review of Emotional Intelligence and Consideration for EI's Use within Construction Management Programs." *51<sup>st</sup> ASC Annual International Conference Proceedings*, College Station, Texas, USA, April 22-25, 2015, Ref: CEUE375002015. (Student Presented)
15. Shaw, M. and Sullivan, K. (2015). "Construction Management Student Observations of Communication in the Construction Industry." *51<sup>st</sup> ASC Annual International Conference Proceedings*, College Station, Texas, USA, April 22-25, 2015, Ref: CERT363002015. (Student Presented)
16. **Hurtado, K., Savicky, J.**, Sullivan, K. and Lines, B. (2015). "Construction Performance Mapping Model for Outsourcing Organizations." *51<sup>st</sup> ASC Annual International Conference Proceedings*, College Station, Texas, USA, April 22-25, 2015, Ref: CPGT376002015. (Student Presented)
17. **Gunnoe, J.**, Sullivan, K., Wiezel, A., and Kashiwagi, D. (2015). "Profiling Succession Planning Methods in the Construction Industry." *51<sup>st</sup> ASC Annual International Conference Proceedings*, College Station, Texas, USA, April 22-25, 2015, Ref: CPGT364002015. (Student Presented)
18. **Sawyer, J.**, Lines, B., Perrenoud, A., **Smithwick, J.**, and Sullivan, K. (2015). "Qualifications-Based Selection of Construction Services: Evaluation Criteria That Best Differentiate



- Contractor Qualifications." *51<sup>st</sup> ASC Annual International Conference Proceedings*, College Station, Texas, USA, April 22-25, 2015, Ref: CPGT358002015. (Student Presented)
19. **Smithwick, J., Mischung, J., Sullivan, K., Kashwagi, D., and Lines, B.** (2015). "Minimizing Construction Project Schedule Delays through Risk Management and Performance Information." *51<sup>st</sup> ASC Annual International Conference Proceedings*, College Station, Texas, USA, April 22-25, 2015, Ref: CPRT404002015. (Student Presented)
  20. **Gajjar, D., Kashiwagi, D., Sullivan, K., Kashiwagi, J., and Smithwick, J.** (2015). "Performance Measurement System for Maintenance of SPF Roofing System: A 4 Year Case Study." *51<sup>st</sup> ASC Annual International Conference Proceedings*, College Station, Texas, USA, April 22-25, 2015, Ref: CPRT379002015. (Student Presented)
- 2014**
21. **Smithwick, J., Mischung, J., and Sullivan, K.** (2014). "Impact of Estimating Software on Student Performance for Simple Quantity Takeoff Calculations," *2014 Associated Schools of Construction Conference*, Washington, D.C., (March 26-28, 2014). Paper ID: CEUE261002014 (Student Presented)
  22. **Hurtado, K.C., Kashiwagi, D. T., & Sullivan, K. T.** (2014). "An Assessment Tool for Using Videos and Rich Media in Construction Management Curriculum - A Case Study." *The ASEE (American Society for Engineering Education) 121<sup>st</sup> Annual Conference*, Indianapolis, Indiana (June 15-18, 2014). Paper ID: 10364
  23. **Hurtado K. C. & Sullivan, K. T.** (2014). "A Proposed Dynamic Model for Education in Construction Project Planning." *The ASEE (American Society for Engineering Education) 121<sup>st</sup> Annual Conference*, Indianapolis, Indiana (June 15-18, 2014). Paper ID: 10640
  24. **Smithwick, J., Mischung, J. J., & Sullivan, K. T.** (2014). "Impact of Quantity Takeoff Software on Student Performance in a University Construction Estimating Course: A Case Study." *The ASEE (American Society for Engineering Education) 121<sup>st</sup> Annual Conference*, Indianapolis, Indiana (June 15-18, 2014). Paper ID: 10925
  25. **Perrenoud, A., Sullivan, K., and Hurtado, K.** (2014). The Effect of Project Type on Risk Timing and Frequency. *ASCE Construction Research Congress 2014*, Atlanta, Georgia, USA: pp. 1831-1840. doi: 10.1061/9780784413517.187 (Student Presented)
  26. **Lines, B., Sullivan, K., and Smithwick, J.** (2014). An Action Research Approach to Implementation of Alternative Project Delivery Methods within Architectural, Engineering, and Construction Owner Organizations: Overcoming Resistance through Education. *ASCE Construction Research Congress 2014*, Atlanta, Georgia, USA: pp. 2084-2095. doi: 10.1061/9780784413517.212 (Student Presented)
- 2013**
27. **Perrenoud, A. and Sullivan, K.** (2013). "Frequency and Timeline of Leadership Transitions within Construction Companies." *49<sup>th</sup> ASC Annual International Conference*. April 10-13, 2013. San Luis Obispo, CA, USA.

28. **Lines, B.** and Sullivan, K. (2013). "Barriers to Implementing New AEC Project Delivery Methods within Owner Organizations: Development of a Process Training Tool." 49th ASC Annual International Conference. April 10-13, 2013. San Luis Obispo, CA, USA.
29. **Smithwick, J.** and Sullivan, K. (2013). "Application of a Risk Management Structure to Minimize Schedule Deviations Under a Commodities Contract." 49th ASC Annual International Conference. April 10-13, 2013. San Luis Obispo, CA, USA.

## 2012

30. Sullivan, K. (2012). RICS Cobra Conference Coordinator and Master of Ceremonies. Royal Institute of Chartered Surveyors Construction, Building, and Real Estate (COBRA) Conference. September 10-13, 2012. Las Vegas, Nevada, USA.
31. **Gajjar, D.,** Sullivan, K., Kashiwagi, D. (2012). "Manufacturer's Use of End User to Minimize Risk." Paper Presentation. RICS COBRA RICS Annual Conference. September 10-13, 2012. Las Vegas, Nevada, USA.
32. **Smithwick, J.,** Sullivan, K., Stone, B. (2012). "Risk Management Structure for Value-Based Commodity Contracts." Paper Presentation. RICS COBRA RICS Annual Conference. September 10-13, 2012. Las Vegas, Nevada, USA.
33. Sullivan, K., **Lines, B.,** Stewart, B., and Warren, H. (2012). "Impact of Preplanning on Construction Project Success: Pre-Contract Planning Case Study." Paper Presentation. RICS COBRA RICS Annual Conference. September 10-13, 2012. Las Vegas, Nevada, USA.
34. Ferrin, P., **Lines, B.,** Sullivan, K., and Kashiwagi, D. (2012). "Framework for Managing Outsourcing – A Large Scale Services Contract Case Study." Paper Presentation. RICS COBRA RICS Annual Conference. September 10-13, 2012. Las Vegas, Nevada, USA.
35. **Perrenoud, A.** and Sullivan, K. (2012). "Review and Case Study of Interoperability with Building Information Modeling and Facility Management Processes." Paper Presentation. RICS COBRA RICS Annual Conference. September 10-13, 2012. Las Vegas, Nevada, USA.
36. Sullivan K., **Lines, B.,** Stone, B., Stewart, B., and Warren, H. (2012). "Change Management Principles: Best Value Implementation Case Study." Paper Presentation. RICS COBRA RICS Annual Conference. September 10-13, 2012. Las Vegas, Nevada, USA.
37. **Perrenoud, A.,** Stone, B., Sullivan, K., and Savicky, J. (2012). "Case Study: The Implementation of a Performance Metric System in a Capital Improvement Organization." Proceedings of COBRA RICS Construction and Property Conference 2012, Las Vegas, NV, USA, September 10-13, 2012, pp 1095-1102.

## 2011

38. Sullivan, K. (2011). Impact of Bureaucracy on Project Change – A Framework for Evaluation. COBRA RICS Construction and Property Conference. September 13, 2011. Salford, UK.
39. Sullivan, K. (2011). Organizational Change Models: A Critical Review of Change Management Processes. COBRA RICS Construction and Property Conference. September 13, 2011. Salford, UK.

**INVITED PRESENTATIONS – ASU** (*since 2011 only*)

1. Sullivan, K. (2014). Procurement. ASU-DEWSC Alliance for Construction Excellence. April 14, 2014. Tempe, Arizona, USA.
2. Sullivan, K. (2014). Project Control. ASU-DEWSC Alliance for Construction Excellence. April 28, 2014. Tempe, Arizona, USA.
3. Sullivan, K. (2014). Procurement. ASU-DEWSC Alliance for Construction Excellence. October 27, 2014. Tempe, Arizona, USA.
4. Sullivan, K. (2014). Project Control. ASU-DEWSC Alliance for Construction Excellence. November 10, 2014. Tempe, Arizona, USA.
5. Sullivan, K., **Perrenoud, A., Lines, B.** (2013). Interpreting Civil Drawings. ASU-DEWSC Alliance for Construction Excellence Seminar. May 2, 2013. Phoenix, Arizona, USA.
6. Sullivan, K. (2013). Procurement. ASU-DEWSC Alliance for Construction Excellence. October 14, 2013. Tempe, Arizona
7. Sullivan, K. (2013). Preplanning and Project Control Methodologies. ASU-DEWSC Alliance for Construction Excellence. October 28, 2013. Tempe, Arizona
8. Sullivan, K. (2012). Preplanning and Project Control Methodologies. Alliance for Construction Excellence. January 26, 2012. Phoenix, Arizona
9. Sullivan, K. (2012). Productivity Management and Change Orders. Alliance for Construction Excellence. January 26, 2012. Phoenix, Arizona.
10. Sullivan, K. (2011). Preplanning and Project Control Methodologies. Alliance for Construction Excellence. June 14, 2011. Phoenix, Arizona
11. Sullivan, K. (2011). Productivity Management and Change Orders. Alliance for Construction Excellence. June 15, 2011. Phoenix, Arizona.
12. Sullivan, K. (2011). Procurement and the PMBOK. Alliance for Construction Excellence. June 20, 2011. Phoenix, Arizona.
13. Sullivan, K. (2011). Preplanning and Project Control Methodologies. Alliance for Construction Excellence. July 17, 2011. Phoenix, Arizona
14. Sullivan, K. (2011). Productivity Management and Change Orders. Alliance for Construction Excellence. July 25, 2011. Phoenix, Arizona.
15. Sullivan, K. (2011). Preplanning and Project Control Methodologies. Alliance for Construction Excellence. August 1, 2011. Phoenix, Arizona

16. Sullivan, K. (2011). Best Value and Preplanning. Alliance for Construction Excellence. August 30, 2011. Luke Air Force Base, Glendale, Arizona.
17. Sullivan, K. (2011). Preplanning and Project Control Methodologies. Alliance for Construction Excellence. November 3, 2011. Mesa, Arizona

## **INVITED PRESENTATIONS – EXTERNAL** (*since 2011 only*)

### **2019**

1. Sullivan, K. (2019). Winning More Work. Construction Leadership Network (CLN) Annual Conference. 23 January 2019. Tucson, AZ.
2. Sullivan, K. and Smithwick, J. (2019). Transforming an FM Organization through Professional Development Training. Minnesota State Colleges and Universities (MnSCU). 8 February 2019. Minneapolis, MN.
3. Sullivan, K. (2019). Organizational Transformation for ERPs. Western Council of Construction Consumers (WCCC). 26 February 2019. Los Angeles, CA.
4. Sullivan, K. (2019). Leading & Measuring Organizational Transformation. Waddell & Reed. 6 March 2019. Kansas City, MO.
5. Sullivan, K. (2019). Design Build Procurement and Project Delivery. Coconino County AZ. 8 March 2019. Flagstaff, AZ.
6. Sullivan, K. (2019). Transforming a Procurement Organization. Center for Procurement Excellence (CPE). 13 March 2019. Los Angeles, CA.
7. Sullivan, K. (2019). Risk Management and Performance Metrics. US Air Force. 27 March 2019. Oklahoma City, OK.
8. Sullivan, K. (2019). KEYNOTE – Better People, Better Projects, Client of Choice. Associated Builders and Contractors (ABC) Users Summit. 17 May 2019. Dallas, TX.
9. Sullivan, K. (2019). Scopes of Work and RFPs. Department of Public Safety and Correctional Services State of Maryland. 20 May 2019. Baltimore, MD.
10. Sullivan, K. (2019). Procurement and Project Delivery Innovation. State of Ohio. 19 June 2019. Columbus, OH.
11. Sullivan, K. and Smithwick, J. (2019). Improved Project Delivery for Facilities Organizations. Minnesota State Colleges and Universities (MnSCU). 6 August 2019. Minneapolis, MN.
12. Sullivan, K. (2019). Team Optimization and Client of Choice. Air Products. 20 August 2019. Allentown, PA.
13. Sullivan, K. (2019). Moving an RFP from a C to an A. National Procurement Institute (NPI). 7 October 2019. Las Vegas, NV.
14. Sullivan, K. (2019). Talent Development in Procurement. California State University-East Bay. 22 October 2019. Hayward, CA.
15. Sullivan, K. (2019). KEYNOTE-Measuring Change Adoption. Project Excellence Conference Koch Companies. 30 October 2019. Atlanta, GA.

### **2018**

1. Sullivan, K. (2018). Project Controls, Transparency, & Leadership for Better Performance. Western Council of Construction Consumers (WCCC) – CalTrans District 7. 30 January 2018. Los Angeles, CA.
2. Sullivan, K. (2018). The Unreliability of Current Approaches to Procurement. Center for Procurement Excellence – 1<sup>st</sup> Annual Conference. 12 February 2018. Tempe, AZ.

3. Sullivan, K. (2018). Organizational Transformation. Center for Procurement Excellence – 1<sup>st</sup> Annual Conference. 13 February 2018. Tempe, AZ.
  4. Sullivan, K. (2018). Expertise-Driven Project Delivery for Low-Bid. City of Chandler. 26 February 2018. Chandler, AZ.
  5. Sullivan, K. (2018). Best Practices for Construction Manager at Risk (CMAR) Contracting. Arizona Public Service (APS). 30 March 2018. Phoenix, AZ.
  6. Sullivan, K. (2018). Motivating Higher Performance: What is a Leader to Do?. Arizona Builders Alliance (ABA) Leadership Development Forum (LDF). 11 April 2018. Phoenix, AZ.
  7. Sullivan, K. (2018). Advanced Procurement of Healthcare Services. Arizona Health Care Cost Containment System (AHCCCS) – State of Arizona. 12 April 2018. Phoenix, AZ.
  8. Sullivan, K. (2018). Organizational Change and Complex IT. City of Los Angeles Department of Water and Power ERP Forum. 26 April 2018. Los Angeles, CA.
  9. Sullivan, K. (2018). Strategic Approaches to Organizational Transformation. Hallmark Corporation. 3 May 2018. Kansas City, KS.
  10. Sullivan, K. and **Thurston, A.** (2018). FM Education: Degrees and Certificates. International Facility Managers Association – Phoenix Chapter. 9 May 2018. Phoenix, AZ.
  11. Sullivan, K. (2018). RFP Basics for Emerging Leaders. National Association of College Auxillary Services – Future Leaders Seminar. 22 May 2018. Tempe, AZ.
  12. Sullivan, K. (2018). Creating the Win-Win Outcome: Healthcare Providers. Associated Builders and Contractors Users Summit. 11 October 2018. Dallas, TX.
  13. Sullivan, K. (2018). Owners and Engineers Impacts on Project Success: Industrial. Associated Builders and Contractors Users Summit. 11 October 2018. Dallas, TX.
  14. Sullivan, K. (2018). Value-Based Project Delivery Research and Best Practices. Best Value Europe Conference. 31 October 2018. Amsterdam, Netherlands.
  15. Sullivan, K. and Smithwick, J. (2018). Facility Management Benchmarking and Staff Development. National Academies of Science, Engineering, and Medicine. Committee on Facilities Staffing Requirements for the Veterans Health Administration. 14 December 2018. Washington, DC.
- 2017**
16. Sullivan, K. & **Savicky, J.** (2017). Movement to a High Performance Facilities Operation. Carleton University. 11 January 2017. Ottawa, Ontario, Canada.
  17. Sullivan, K. & **Savicky, J.** (2017). Using Measurement to Drive Performance Behaviors. Western University. 12 January 2017. London, Ontario, Canada.

18. Sullivan, K. (2017). Expertise-Driven Project Delivery & Organization Transformation to a Client of Choice. Ministry of Government & Consumer Services, Province of Ontario. 13 January 2017. Toronto, Ontario, Canada.
19. Sullivan, K. (2017). Organization Transformation and Driving Change. **KEYNOTE**. Seek Change Conference. 26 January 2017. Portland, Oregon.
20. Sullivan, K. (2017). High Performers in Action. Western Council of Construction Consumers (WCCC). 16 February 2017. Phoenix, Arizona.
21. Sullivan, K. & Smithwick, J. (2017). Operations and Maintenance Benchmarking. IFMA World Workplace Europe. 30 May 2017. Stockholm, Sweden.
22. Sullivan, K. (2017). Organizational Change Management. 15 March 2017. Georgia-Pacific.
23. Sullivan, K. (2017). Expertise-Driven Project Delivery. Oregon Health State University 27 April 2017. (Webinar).
24. Sullivan, K. & Sawyer, J. (2017). High Performing Construction Delivery. Independent Contractors and Business Association (ICBA). 8 May 2017. Whistler, British Columbia, Canada.
25. Sullivan, K. (2017). High Performance Facilities Organizations. Simon Fraser University. 9 May 2017. Vancouver, British Columbia, Canada.
26. Sullivan, K. (2017). Transparency & Performance Measurement for CM Programs. Skanska & Oregon Health State University. 28 June 2017. Portland, Oregon.
27. Sullivan, K. (2017). CM at Risk and Advanced Procurement Methodologies. NASA Seminar. 18 July 2017. (Webinar).
28. Sullivan, K. (2017). Alternative Project Delivery: Radium and You. Western Council of Construction Consumers (WCCC). 21 September 2017. Los Angeles, CA, USA.
29. Sullivan, K. (2017). Organizational Transformation. Arizona Builders Alliance Annual Conference. 5 October 2017. Tupac, AZ, USA.
30. Sullivan, K. & Savicky, J. (2017). Expertise Driven Project Delivery. State of Alaska Health and Retirement. 20 October 2017. Juneau, AK, USA.
31. Lines, B., Sawyer, J., & Sullivan, K. (2017). Procurement, Scope, RFPs, and Vendor Performance. Simon Fraser University Seminar. 24 October 2017. Vancouver, British Columbia, Canada.
32. Sullivan, K. (2017). Moving your RFP from a C to an A. Five Things You Can Do Today. National Association of College Auxillary Services Annual Conference. 5 November 2017. Colorado Springs, CO, USA.
33. Sullivan, K. (2017). Organizational Transformation & Better RFPs. Seek Change Conference. 1 December 2017. Phoenix, AZ, USA.

34. Sullivan, K. & El Asmar, M. (2017). Market Entry Best Practices. Philadelphia Chapter – SMACNA. 13 April 2017. Philadelphia, PA, USA.
35. Sullivan, K. & El Asmar, M. (2017). Market Entry Best Practices. Bay Area Chapter – SMACNA. 13 April 2017. San Francisco, CA, USA.
36. Sullivan, K. (2017). Expertise-Driven Project Delivery in Services and Construction. University of Oklahoma Seminar. 11 April 2017. Norman, Oklahoma.

**2016**

37. Sullivan, K. (2016). Organizational Transformation & Expertise-Driven Project Delivery. University of California – Riverside. January 5, 2016. Riverside, California, USA.
38. Sullivan, K. (2016). Organizational Change and Resistance Factors. General Electric. 4 March 2016. Tempe, Arizona, USA.
39. Sullivan, K. (2016). Organizational Transformation & Expertise-Driven Project Delivery. City of Los Angeles. Department of Water & Power. March 15, 2016. Los Angeles, California, USA.
40. Sullivan, K. (2016). Facility Delivery & Operations Value-Based Approach. Church of Jesus Christ of Latter-day Saints. April 14, 2016. Provo, Utah, USA.
41. Sullivan, K. (2016). Expertise-Driven Project Delivery. Google. 28 April 2016. Hood River, Oregon, USA.
42. Sullivan, K. and Savicky, J. (2016). Expertise Driven Procurement and Sourcing. General Electric. 8 June 2016. Norwalk, Connecticut, USA.
43. Sullivan, K. (2016). Expertise Driven Project Delivery. National Institute of Government Purchasers (NIGP). 9 August 2016. Phoenix, Arizona, USA.
44. Sullivan, K. and Savicky, J. (2016). Expertise Driven Project Delivery. State of Tennessee. 16 August 2016. Nashville, Tennessee, USA.
45. Sullivan, K. and Savicky, J. (2016). Organizational Change and Performance Measurement. University of Carleton. 31 August 2016. Ottawa, Ontario, Canada.
46. Sullivan, K. (2016). Expertise Driven Project Delivery. Correctional Services Canada. 1 September 2016. Ottawa, Ontario, Canada.
47. El Asmar, M. and Sullivan, K. (2016). Market Entry Risk Decision Making. New Horizons Foundation. 13 September 2016. San Francisco, California, USA.
48. Sullivan, K. (2016). Expertise Driven Project Delivery. Ministry of Government and Consumer Services – Province of Ontario. 27 September 2016. Toronto, Ontario, Canada.
49. Sullivan, K. et al. (2016). Leduc County Highway Project: Case Study in Expertise. Transportation Association of Canada Annual Conference. 27 September 2016. Toronto, Ontario, Canada.

50. El Asmar, M., **Sullivan, J.**, Sullivan, K. et al (2016). Market Entry Decision Framework. Sheet Metal and Air Conditioning Contractors National Association Annual Conference. 18 October 2016. Phoenix, Arizona, USA.

**2015**

51. Sullivan, K. (2015). Advances in Construction Procurement and Delivery. American Bar Association (ABA) Forum on Construction Law. January 29, 2015. Scottsdale, Arizona, USA.
52. Savicky, J., **Gajjar, D.**, and Sullivan, K. (2015). Value and the Construction Industry. Tremco Southwest Regional Meeting. February 4, 2015. Tempe, Arizona, USA.
53. Sullivan, K. (2015). Advanced Project Delivery. Google. February 12, 2015. Mountain View, California, USA.
54. Sullivan, K. (2015). Risk Management and Project Controls. Business Management University Seminar – Sheet Metal and Air Conditioning Contractors National Association (SMACNA). February 23, 2015. Tempe, Arizona, USA.
55. Sullivan, K. (2015). **KEYNOTE:** Value-Based Sourcing. SIG Global Sourcing Conference. Sourcing Interest Group (SIG). March 10, 2015. Amelia Island, Florida, USA.
56. Sullivan, K. (2015). Executive Session: Enablers of Value. SIG Global Sourcing Conference. Sourcing Interest Group (SIG). March 10, 2015. Amelia Island, Florida, USA.
57. Sullivan, K. (2015). Value-Based Project Delivery. State of Washington National Institute of Government Purchasers (NIGP) Special Seminar. March 24, 2015. Bellevue, Washington, USA.
58. Sullivan, K. (2015). Value-Based Project Delivery. City of Tempe Multi-Department Meeting. April 7, 2015. Tempe, Arizona, USA.
59. Sullivan, K. (2015). Organizational Change and the Expertise-Based Approach. Canada Best Value Seminar. April 14-16, 2015. Edmonton, Alberta, Canada.
60. Sullivan, K. (2015). Organizational Change and the Expertise-Based Approach. Canada Best Value Seminar. May 19-21, 2015. Victoria, British Columbia, Canada.
61. Sullivan, K. (2015). Fighting the Brain Drain. ENR Webinar. June 11, 2015. Webinar – Tempe, Arizona, USA.
62. Sullivan, K. (2015). Value-Based Project Delivery. National Association of College Auxiliary Services (NACAS) Regional Conference. June 17, 2015. Indianapolis, Indiana, USA.
63. Sullivan, K. (2015). Procurement. Alliance for Construction Excellence. July 22, 2015. Tempe, Arizona, USA.
64. Sullivan, K. (2015). Leadership & Management: Making the Transition. Construction Owners Association of America (COAA). Webinar. June 23, 2015. Webinar – Tempe, Arizona, USA.



65. Sullivan, K. (2015). Value-Based Project Delivery. State of Washington Department of Enterprise Services. July 21, 2015. Olympia, Washington, USA.
66. Sullivan, K. (2015). Value-Based Project Delivery. Seattle City Light. July 22, 2015. Olympia, Washington, USA.
67. Sullivan, K. (2015). Value-Based Project Delivery. Seattle Public Utilities Seminar. July 22, 2015. Olympia, Washington, USA.
68. Sullivan, K. (2015). Project Control. Alliance for Construction Excellence. August 10, 2015. Tempe, Arizona, USA.
69. Sullivan, K. (2015). Organizational Transformation through Accountability and Transparency. State of Tennessee. August 18, 2015. Tempe, Arizona, USA.
70. Sullivan, K. (2015). Value-Based Project Delivery. Vancouver Island University & Nanaimo Public Users. September 3, 2015. Nanaimo, British Columbia, USA.
71. Sullivan, K. and Savicky, J. (2015). Integration of Value Tools into Existing Organizational Structures. September 4, 2015. Victoria, British Columbia, USA.
72. Sullivan, K. (2015). Value-Based Project Delivery. University of Victoria. September 4, 2015. Victoria, British Columbia, USA.
73. Sullivan, K. (2015). Beyond Innovation – Leadership Strategies to Drive Sustainable Performance. FIATECH Leadership Conference. September 23, 2015. Glendale, Arizona, USA.
74. Sullivan, K. (2015). How to Create Better Relationships with your Clients. Arizona Builders Alliance (ABA) Annual Conference. September 25, 2015. Flagstaff, Arizona, USA.
75. Sullivan, K. and Sawyer, J. (2015). Using Expertise to Optimize Project Outcomes. Drexel University-Canon Strategic Partnership. September 28, 2015. Jamesburg, New Jersey, USA.
76. Sullivan, K. (2015). Value-Based Project Delivery. Dallas Country at Carrington & Associates, LLP. September 30, 2015. Dallas, Texas, USA.
77. Sullivan, K. (2015). Minimization of Risk through Expertise. American Contractor Insurance Group Risk Forum. October 6, 2015. Dallas, Texas, USA.
78. Sullivan, K. (2015). **KEYNOTE:** Leadership and Conflict Management. National Institute of Government Purchasers (NIGP) Regional Conference. October 15, 2015. Mesa, Arizona, USA.
79. Sullivan, K. (2015). Value-Based Procurement. National Institute of Government Purchasers (NIGP) Regional Conference. October 15, 2015. Mesa, Arizona, USA.
80. Sullivan, K., Wheeler, S., and Ranft, R. (2015). A Contract Saved: Using Expertise of Salvage Non-Performing Agreements. National Association of College Auxiliary Services (NACAS) Annual Conference. November 2, 2015. San Antonio, Texas, USA.

81. Sullivan, K. (2015). Value-Based Project Delivery Workshop Forum. Construction Owners Association of America (COAA) Annual Conference. November 4, 2015. Las Vegas, Nevada, USA.
82. Lines, B. and Sullivan, K. (2015). Becoming a Value-Based Organization. Nova Scotia Provincial Transportation and Infrastructure. December 1, 2015. Halifax, Nova Scotia, Canada.
83. Sullivan, K. and **Gajjar, D.** (2015). Value-Based Project Delivery. Emerson College. December 15, 2015. Boston, Massachusetts, USA.
84. Sullivan, K. and **Gajjar, D.** (2015). Transparency and Accountability in a Change Management Effort. Drexel University. December 16, 2015. Philadelphia, Pennsylvania, USA.

#### **2014**

85. Sullivan, K. (2014). From Controlling to Empowering. Construction Industry Institute – Executive Development Training. January 6, 2014. Austin, Texas, USA.
86. Sullivan, K. (2014). Value-Based Project Delivery. City of San Antonio Public Officers. January 7, 2014. San Antonio, Texas, USA.
87. Sullivan, K. (2014). Practices of Successful Contractors & Pitfall of Construction. Arizona Builder Alliance – Leadership Development Forum. February 7, 2014. Phoenix, Arizona, USA.
88. Sullivan, K. (2014). Optimization of Capital and Facilities Projects for Large Universities. Office of the President – University of California System. February 12, 2014. Oakland, California, USA.
89. Sullivan, K. (2014). Managing Project Change. Business Management University Seminar – Sheet Metal and Air Conditioning Contractors National Association (SMACNA). February 24, 2014. Tempe, Arizona, USA.
90. Sullivan, K. (2014). Value-Based Project Delivery. Webinar - City of San Antonio & Other Public Officers. February 26, 2014. Tempe, Arizona, USA.
91. Sullivan, K. (2014). Creating Value in Construction Contracting. Western Council of Construction Consumers (WCCC) Conference. April 2, 2014. Sacramento, California, USA.
92. Sullivan, K. (2014). Best Value Business Model. Provincial Government of British Columbia – Housing (BC Housing). May 5, 2014. Burnaby, British Columbia, Canada.
93. Sullivan, K. (2014). Best Value Procurement. Provincial Government of British Columbia – Housing (BC Housing) Procurement. May 5, 2014. Burnaby, British Columbia, Canada.
94. Sullivan, K. (2014). High Performance IT. Provincial Government of British Columbia – Housing (BC Housing) Information Technology Division. May 6, 2014. Burnaby, British Columbia, Canada.
95. Sullivan, K. (2014). IT Best Practices for Software Delivery. Simon Fraser University. May 6, 2014. Burnaby, British Columbia, Canada.

96. Sullivan, K. (2014). Best Value Business Model. British Columbia Crown Agencies. May 7, 2014. Burnaby, British Columbia, Canada.
97. Sullivan, K. (2014). Optimization and Consolidation for Capital Projects. General Electric Business Session. May 12, 2014. Tempe, Arizona, USA.
98. Sullivan, K. (2014). Holistic Project Delivery...Solutions to Common Owner Frustrations. Construction Owners Associations of America (COAA) Annual Conference. May 15, 2014. Houston, Texas, USA.
99. Sullivan, K. (2014). Value Based Project Delivery. General Electric Global Real Estate Annual Retreat. May 30, 2014. Norwalk, Connecticut, USA.
100. Sullivan, K. (2014). Value-Based Project Delivery: Minimize Cost by Leveraging Expertise – An Outsourcing Next Practice. Supply Chain Management Association (SCMA) National Conference. June 13, 2014. Edmonton, Canada, USA.
101. Sullivan, K. (2014). Holistic Project Delivery...Solutions to Common Owner Frustrations. Construction Owners Associations of America (COAA) Webinar. June 26, 2014. Tempe, Arizona, USA.
102. Sullivan, K. (2014). Value Based Project Delivery. AECOM – Syngenta Managerial Webinar. July 10, 2014. Tempe, Arizona, USA.
103. Sullivan, K. (2014). Market Entry Risk. Sheet Metal and Air Conditioning Contractors National Association (SMACNA) Board of Directors Annual Meeting. July 14, 2014. Telluride, Colorado, USA.
104. Sullivan, K. (2014). Don't Try to Transfer Your Risk, Minimize It: The Future of Outsourcing. National Contract Management Association (NCMA) World Congress 2014. July 29, 2014. Washington DC, USA.
105. Sullivan, K. (2014). Performance Based Construction Contracting. JE Dunn. August 5, 2014. Tempe, Arizona, USA.
106. Sullivan, K. (2014). Best Value for the Public Sector. City of Edmonton. August 7, 2014. Edmonton, Alberta, Canada.
107. Sullivan, K. (2014). The Value-Based Approach. Northern Alberta Institute of Technology. August 8, 2014. Edmonton, Alberta, Canada.
108. Sullivan, K. (2014). How are you Treating your Vendors: Like a Manger or Like a Leader? Sourcing Interest Group (SIG) Annual Conference. October 16, 2014. Denver, Colorado, USA.
109. Sullivan, K. (2014). Facility Management Education for the FM of the Future. International Facility Managers Association (IFMA) Phoenix Chapter Meeting. November 12, 2014. Tempe, Arizona, USA.

110. Sullivan, K. (2014). Canadian Research Results of Value-Based Delivery: Executive Session. Saskatchewan University Consortium Meeting. November 18, 2014. Saskatoon, Saskatchewan, Canada.
111. Sullivan, K. (2014). Value-Based Project Delivery in the Public Sector. University of Saskatchewan General Public Seminar. November 18, 2014. Saskatoon, Saskatchewan, Canada.
112. Sullivan, K. (2014). Project Delivery with IT and Services: Value-Based Optimization. University of Saskatchewan. November 18, 2014. Saskatoon, Saskatchewan, Canada.
113. Sullivan, K. (2014). Leadership vs. Management: Making the Transition. Construction Owners Association of America (COAA) National Conference. November 20, 2014. Nashville, Tennessee, USA.
114. Sullivan, K. (2014). Value-Based Delivery for Public Cooperatives. Tremco Roofing. December 8, 2014. Tempe, Arizona, USA.

### **2013**

115. Sullivan, K. and Savicky, J. (2013). Alaska Rocket Launch Pad Best Value Approach. Alaska Aerospace Corporation. January 15, 2013. Tempe, Arizona, USA.
116. Sullivan, K. (2013). Value-Based Project Approach. Rider Levitt Bucknall Leadership Meeting. January 25, 2013. Scottsdale, Arizona, USA.
117. Sullivan, K. (2013). Performance Information Environment. Tremco Leadership Summit. January 29, 2013. Phoenix, Arizona, USA.
118. Sullivan, K. (2013). Best Value Contracting. Yukon Territorial Government. February 5, 2013. Whitehorse, Yukon, Canada.
119. Sullivan, K. (2013). Best Value Overview and Organizational Applications. Alberta Infrastructure. February 7, 2013. Edmonton, Alberta, Canada.
120. Sullivan, K. (2013). Best Value Business Model. City of Edmonton. February 7, 2013. Edmonton, Alberta, Canada.
121. Sullivan, K. (2013). Best Value Business Model. City of Calgary. February 8, 2013. Calgary, Alberta, Canada.
122. Sullivan, K. (2013). Best Value Business Model. University of Calgary. February 8, 2013. Calgary, Alberta, Canada.
123. Sullivan, K. (2013). An Approach to Value Based Project Delivery. Dalhousie University. March 12, 2013. Halifax, Nova Scotia, Canada.
124. Sullivan, K. (2013). Performance Information Environment. Webinar. Tremco Roofing Systems. March 14, 2013. Tempe, Arizona, USA.

125. Sullivan, K. (2013). Performance Based Contracting. National Institute of Government Purchasers – Edmonton Chapter. March 20, 2013. Edmonton, Alberta, Canada.
126. Sullivan, K. (2013). Best Value Business Model. California Institute of Technology (CalTech). April 10, 2013. Pasadena, California, USA.
127. Sullivan, K. (2013). Best Value Business Model. California Polytechnic – San Luis Obispo (CalPoly-SLO). April 11, 2013. San Luis Obispo, California, USA.
128. Sullivan, K. (2013). Best Value Business Model. University of California – Santa Barbra (UCSB). April 12, 2013. Santa Barbra, California, USA.
129. Sullivan, K. (2013 ). Best Value Business Model. University of British Columbia. April 22, 2013. Vancouver, British Columbia, Canada.
130. Sullivan, K. (2013 ). Best Value Business Model. Simon Frasier University. April 23, 2013. Vancouver, British Columbia, Canada.
131. Sullivan, K. (2013). An Approach to Value Based Project Delivery for Clients. Dalhousie University. May 8, 2013. Halifax, Nova Scotia, Canada.
132. Sullivan, K. (2013). Best Value Project Process for CSB Vendors. Dalhousie University. May 9, 2013. Halifax, Nova Scotia, Canada.
133. Sullivan, K. (2013). Best Value Project Process. Dalhousie University. May 9, 2013. Halifax, Nova Scotia, Canada.
134. Sullivan, K. and **Lines, B.** (2013). Organizational Implementation of Value Based Concepts -Industry Session. Dalhousie University. May 10, 2013. Halifax, Nova Scotia, Canada.
135. Sullivan, K. (2013). Best Value and Organizational Adaptation Seminar. Simon Frasier University Seminar. May 21, 2013. Vancouver, British Columbia, Canada
136. Sullivan, K. (2013). Best Value and Organizational Adaptation Seminar. Alberta Infrastructure. June 26, 2013. Edmonton, Alberta, Canada.
137. Sullivan, K. (2013). Facilities and Operations Planning. University of Alberta. June 27, 2013. Edmonton, Alberta, Canada.
138. Sullivan, K. and **Perrenoud, A.** (2013). Simon Frasier University Value-Based Project Model: Immersion Sessions. August 13-14, 2013. Vancouver, British Columbia, Canada.
139. Sullivan, K. and **Mischung, J.** (2013). Education Approach to Planning. SMACNA Business Education Meeting. September 16, 2013. Albuquerque, New Mexico, USA.
140. Sullivan, K. and **Perrenoud, A.** (2013). Value-Based Project Model. University of British Columbia. September 23, 2013. Vancouver, British Columbia, Canada.
141. Sullivan, K. (2013). Value-Based Projects in IT – Seminar. Simon Fraser University. September 24, 2013. Vancouver, British Columbia, Canada.

142. Sullivan, K. and **Perrenoud, A.** (2013). Value-Based Project Model. Capilano University. September 24, 2013. Vancouver, British Columbia, Canada.
143. Sullivan, K. and **Perrenoud, A.** (2013). Value-Based Project Model. Langara College. September 24, 2013. Vancouver, British Columbia, Canada.
144. Sullivan, K. and **Perrenoud, A.** (2013). High Performance IT Project Management. Langara College. September 25, 2013. Vancouver, British Columbia, Canada.
145. Sullivan, K. (2013). Value-Based Project Delivery – Services Improvement. Temple University. October 3, 2013. Philadelphia, PA, USA.
146. Sullivan, K. (2013). Value-Based Approach to Project Delivery. Philadelphia AIA Chapter & Engineer's Club Event. Oct 4, 2013. Philadelphia, PA, USA.
147. Sullivan, K. (2013). IT BV RFP Education Session. Simon Fraser University. Oct 7, 2013. Vancouver, British Columbia, Canada.
148. Sullivan, K. (2013). Value-Based Project Model: Immersion. City of Spruce Grove. Oct 8, 2013. Edmonton, Alberta, Canada.
149. Sullivan, K. (2013). Advancing Public Procurement: Value-Based Project Delivery. City of Edmonton. Oct 9, 2013. Edmonton, Alberta, Canada.
150. Sullivan, K. and **Perrenoud, A.** (2013). Value-Based Delivery Implementation. Alberta Infrastructure. Edmonton, Alberta, Canada.
151. Sullivan, K. (2013). Value-Based Project Delivery Open Session. Dalhousie University. November 6, 2013. Halifax, Nova Scotia, Canada.
152. Sullivan, K. and **Lines, B.** (2013). Value-Based Delivery Implementation Training and Planning. Dalhousie University. November 6, 2013. Halifax, Nova Scotia, Canada.
153. Sullivan, K. and **Lines, B.** (2013). IT Vendor Training on Project Management Best Practices. Dalhousie University. November 7, 2013. Halifax, Nova Scotia, Canada.
154. Sullivan, K. and **Lines, B.** (2013). Faculties Management Project Delivery Methods. Dalhousie University. November 7, 2013. Halifax, Nova Scotia, Canada.
155. **Lines, B.** and Sullivan, K. (2013). Value-Based Project Delivery. APPA Association of Higher Education Facilities Officers Conference. November 8, 2013. Halifax, Nova Scotia, Canada.
156. Sullivan, K. (2013). The Future of Project Delivery. Construction Users Round Table (CURT) National Conference. November 12, 2013. Tucson, Arizona, USA.
157. Sullivan, K. (2013). Value-Based Project Delivery Seminar. University of California – San Diego. November 15, 2013. San Diego, California, USA.

158. Sullivan, K. (2013). Value-Based Project Management: PM Training. Alberta Infrastructure. November 25, 2013. Edmonton, Alberta, Canada.
159. Sullivan, K. (2013). Value-Based Project Delivery Seminar & Workshop. Canadian Institute – Managing Risk in Construction Contracts. November 25, 2013. Edmonton, Alberta, Canada.
160. Sullivan, K. (2013). Best Value Fleet Services. City of Edmonton. November 26, 2013. Edmonton, Alberta, Canada.
161. Sullivan, K. and Warren, Hugh. (2013). Implementing Best Value Inside a Facilities Organizations. Canadian Institute – Managing Risk in Construction Contracts. November 26, 2013. Edmonton, Alberta, Canada.

## **2012**

162. Sullivan, K. and **Perrenoud, A.** (2012). Preplanning and Performance Measurement. 3M Motor Vehicle Division. January 5, 2012. Denver, CO.
163. Sullivan, K. (2012). Best Value Practices. Idaho Transportation Department. January 10, 2012. Boise, Idaho.
164. Sullivan, K. (2012). Best Value for Towing Vendors. City of Phoenix, AZ. January 24, 2012. Phoenix, Arizona.
165. Sullivan, K. and **Perrenoud, A.** (2012). Performance Measurement for IT Design Processes. 3M Motor Vehicle Division. January 27, 2012. Tucson, Arizona.
166. Sullivan, K. (2012). Performance Measurement and its Uses for Manufactured Products: Roofing. Tremco, Inc. March 6, 2012. Beachwood, Ohio.
167. Sullivan, K. and Sawyer, J. (2012). Value-Based Contracting Model. City of Prescott & Prescott Valley. April 11, 2012. Prescott, Arizona.
168. Sullivan, K. and Sawyer, J. (2012). Vision of a Value Based Governmental Environment. League of Arizona Cities and Towns. April 25, 2012. Phoenix, Arizona.
169. Sullivan, K. and **Perrenoud, A.** (2012). Value-Based Project Approach for Public Works Projects. City of Prescott, Arizona. May 30, 2012. Prescott, Arizona.
170. Sullivan, K. and **Smithwick, J.** (2012). Best Value Business Model. Rochester Community and Technical College. June 5, 2012. Rochester, Minnesota.
171. Sullivan, K. and **Smithwick, J.** (2012). Best Value in the Public Sector. City of Roseville Educational Seminar. June 6, 2012. Roseville, Minnesota.
172. Sullivan, K. and **Smithwick, J.** (2012). Value-Based Project Management. Kraus-Anderson Contracting. June 6, 2012. Minneapolis, Minnesota.
173. Sullivan, K. (2012). Best Value Procurement Model. Canadian Association of University Business Officers (CAUBO) Annual Conference. June 16, 2012. Montreal, Quebec, Canada.

174. Sullivan, K. (2012). Best Value Business Model. Canadian Association of University Business Officers (CAUBO) Annual Conference. June 18, 2012. Montreal, Quebec, Canada.
175. Sullivan, K. (2012). Value-Based Contracting. City of Prescott. August 2, 2012. Prescott, Arizona, USA.
176. Sullivan, K. (2012). Best Value Business Model. American Public Works Association – Arizona Monthly Meeting. August 9, 2012. Showlow, Arizona, USA.
177. Sullivan, K. and Lines, B. (2012). Best Value and Organizational Adaptation Seminar. University of Alberta and Arizona State University Seminar. August 28, 2012. Edmonton, Alberta, Canada.
178. Sullivan, K. (2012). Best Value Approach to Business. Public Owners of Alberta Meeting. August 29, 2012. Edmonton, Alberta, Canada.
179. Sullivan, K. (2012). Best Value Business Model. Alberta Infrastructure Organizational Meeting and Education. August 30, 2012. Edmonton, Alberta, Canada.
180. Sullivan, K. (2012). Best Value Business Model. W3 Conference (Western University Financial Officers, Western Universities Supply Management Association, and Western Association of Resource Planners). September 20, 2012. Vancouver, British Columbia, Canada.
181. Sullivan, K. and **Perrenoud, A.** (2012). Succession Planning for Electrical Contractors. Electri International Annual Meeting. September 30, 2012. Las Vegas, Nevada, USA.
182. Sullivan, K. (2012). Best Value for Facility Management. ISS Facility Services. October 4, 2012. Phoenix, Arizona, USA.
183. Sullivan, K. (2012). Best Value Business Model. Intel Corporation. October 5, 2012. Chandler Arizona, USA.
184. Sullivan, K. (2012). Value-Based Contracting. Sheet Metal Workers International Association – Western States Council Fall 2012 Convention. October 5, 2012. Phoenix, Arizona, USA.
185. Sullivan, K. (2012). Project Management: Budgeting and Estimating. Alliance for Construction Excellence. November 5, 2012. Glendale, Arizona, USA.
186. Sullivan, K. (2012). Best Value Business Model. Alberta Services – Provincial Government. November 8, 2012. Edmonton, Alberta, Canada.
187. Sullivan, K. (2012). Value-Based Approach to Information Technologies Projects. University of Alberta and IT Professionals. November 8, 2012. Edmonton, Alberta, Canada
188. Sullivan, K. (2012). Best Value Project Model. Alberta Infrastructure Project Manager Group. November 9, 2012. Edmonton, Alberta, Canada.
189. Sullivan, K. and **Lines, B.** (2012). Best Value Business Model. 2012 Modular and Off-site Construction Summit. November 9, 2012. Edmonton, Alberta, Canada.



190. Sullivan, K. and **Perrenoud, A.** (2012). Best Value Business Model. American Public Works Association – Arizona Northern Branch. November 13, 2012. Prescott Valley, Arizona, USA.
191. Sullivan, K. (2012). Best Value Business Model. Dalhousie University. December 4, 2012. Halifax, Nova Scotia, Canada.
192. Sullivan, K. and **Lines, B.** (2012). Best Value and Organizational Adaptation Seminar. Interuniversity Services, Inc. Seminar. December 5-6, 2012. Halifax, Nova Scotia, Canada.

## **2011**

193. Sullivan, K. (2011). Performance Measurement and Risk Management Approach for a Large Roofing Manufacturer and Installer. Tremco, Inc. January 11, 2011. Beachwood, Ohio.
194. Sullivan, K. (2011). A Best Value Approach to Facility Administration of Custodial Services. University of Alberta. January 19, 2011. Edmonton, Alberta, Canada.
195. Sullivan, K. (2011). Best Value for Purchasing of Services. University of Alberta. January 19, 2011. Edmonton, Alberta, Canada.
196. Sullivan, K. (2011). Document Management and Best Value. Salt River Project (SRP). February 7, 2011. Phoenix, Arizona.
197. Sullivan, K. and Ferrin, P. (2011). Materials Recycling Facility Outsourcing and Best Value. City of Phoenix, AZ. March 8, 2011. Phoenix, Arizona.
198. Sullivan, K. (2011). Information Measurement Theory and Organizational Change. City of Phoenix, AZ. May 9, 2011. Phoenix, Arizona.
199. Sullivan, K. (2011). A Risk Management Value Proposition. Utility Supply Management Alliance (USAM) Annual Conference. May 24, 2011. Tampa Bay, Florida.
200. Sullivan, K. (2011). Risk and Performance Measurement. Idaho Transportation Department. June 3, 2011. Boise, Idaho.
201. Sullivan, K. (2011). Best Value Business Model: Theory and Case Studies. Central Arizona Project (CAP). June 13, 2011. Phoenix, Arizona.
202. Sullivan, K. (2011). Best Value Business Model within the Canadian Market. University of Alberta. June 28, 2011. Edmonton, Alberta, Canada.
203. Sullivan, K. (2011). Integration of Preplanning, Risk, and Metrics into Custodial Services. University of Alberta. June 28, 2011. Edmonton, Alberta, Canada.
204. Sullivan, K. (2011). Best Value as a Competitive Process for Design and Construction Services. University of Alberta. June 29, 2011. Edmonton, Alberta, Canada.
205. Sullivan, K. (2011). Best Value within IPD Selection and Delivery. University of Alberta. June 29, 2011. Edmonton, Alberta, Canada.

206. Sullivan, K. (2011). Strategic Planning and Organization Change. University of Alberta. June 29, 2011. Edmonton, Alberta, Canada.
207. Sullivan, K. (2011). Succession Planning and Mentoring for Electrical Contractors. NECA & Electri International Annual Meeting. July 14, 2011. Chicago, Illinois.
208. Sullivan, K. (2011). Best Value Strategies with the Mayor of Phoenix (Gordon). Mayor's Office, City of Phoenix, AZ. July 20, 2011. Phoenix, Arizona.
209. Sullivan, K. (2011). Virtualization Environment and Best Value. University of Alberta. August 4, 2011. Edmonton, Alberta, Canada.
210. Sullivan, K. (2011). Best Value for the Radiopharmaceutical Centre. University of Alberta. August, 4, 2011. Edmonton, Alberta, Canada.
211. Sullivan, K. (2011). Scheduling, Measuring, and Best Value for an IT Project. Idaho Transportation Department. October 12, 2011. Boise, Idaho
212. Sullivan, K. (2011). Succession Planning for Electrical Contractors. NECA Annual Conference. October 23, 2011. San Diego, California.
213. Sullivan, K. and Stewart, B. (2011). Best Value Business Model within a Canadian Context. Canadian Public Procurement Council 2011 Conference. November 7, 2011. Quebec City, Quebec, Canada.
214. Sullivan, K. and Stewart, B. (2011). Best Value Case Studies and Practical Experiences. Canadian Public Procurement Council 2011 Conference. November 7, 2011. Quebec City, Quebec, Canada.
215. Sullivan, K. (2011). Risk Management and Performance Measurement: Organizations and Projects. B&D Industries. November 10, 2011. Albuquerque, New Mexico.
216. Sullivan, K. (2011). A Best Value Business Approach. University of New Mexico and Albuquerque Public Schools. November 10, 2011. Albuquerque, New Mexico.
217. Sullivan, K. (2011). Best Value for Design Services. University of Alberta. November 22, 2011. Edmonton, Alberta, Canada.
218. Sullivan, K. (2011). Best Value for Traditional Construction. University of Alberta. November 22, 2011. Edmonton, Alberta, Canada.
219. Sullivan, K. (2011). Project Salvage Methodologies and Performance Metrics. Idaho Transportation Department. December 1, 2011. Boise, Idaho.
220. Sullivan, K. (2011). Best Value Business Approach and Potential Organizational Vision. Western States Contracting Alliance (WSCA) Annual Conference, Board of Directors Session. December 6, 2011. Scottsdale, Arizona.

## PROFESSIONAL ACTIVITIES AND SERVICE

### EDITORIAL BOARD

1. Editor-in-Chief, Journal of Facility Management Education & Research (2016-Current)
2. Assistant Editor – CIB Journal for the Advancement of Performance Information and Value (2008-2014)
3. Assistant Specialty Editor – ASCE Journal of Construction Engineering and Management (2006-2007)
4. Assistant Editor – IPMA Project Management World Tomorrow Journal (2009-2011)

### CONFERENCE LEADERSHIP ACTIVITIES

#### **Conference Chair/Coordinator** *(includes co-Chair/co-Coordinator)*

1. Co-Chair Associated Schools of Facility Management Fall Colloquium 2019.
2. Co-Chair Associated Schools of Facility Management Fall Colloquium 2018.
3. Conference Coordinator, Master of Ceremonies, and Proceedings Co-Editor RICS COBRA Annual Conference 2012.
4. Conference Coordinator and Proceedings Editor CIB W117: Performance Measurement in Construction 1st Annual Conference 2009.
5. Conference Coordinator CIB TG61: Benchmarking Construction Performance Data Conference 2008
6. Conference Co-Coordinator and Proceedings Co-Editor. CIB W92: Construction Procurement – International Symposium on The Impact of Cultural Differences and Systems on Construction Performance (2005)

#### **Conference Sessions Organized and Chaired/co-Chaired**

1. Academic and Research Track co-Chair – IFMA World Workplace – 2017
2. Academic and Research Track Chair – IFMA World Workplace – 2016
3. Academic and Research Track Chair – IFMA World Workplace – 2015
4. Academic and Research Track Co-Chair – IFMA World Workplace – 2014
5. Session Chair (*Chair only, Did not organize session*), CIB World Congress, 2010

#### **Conference Committees**

1. Technical Committee Member, American Society of Civil Engineers Construction Research Congress 2009.

2. International Scientific Committee for the Postgraduate Researchers of the Built & Natural Environment (PRoBE) (2005)

## **JOURNAL REVIEWER**

1. ASCE Journal of Construction Engineering and Management
2. ASCE Journal of Management in Engineering
3. ASCE Journal of Professional Issues in Engineering and Education
4. International Journal of Construction Education and Research
5. Automation in Construction
6. Canadian Journal of Civil Engineering
7. Advances in Engineering Education
8. Total Quality Management & Business Excellence
9. Public Works Management & Policy
10. Journal for the Advancement of Performance Information and Value
11. Journal of Construction in Developing Countries
12. Korean Journal of Civil Engineering
13. Journal of Facility Management
14. Journal of Cleaner Production
15. Scientific Journals International

## **ARIZONA STATE UNIVERSITY SERVICE**

### **University Level Service**

1. Faculty Senate, DEWSC Representative (2005-2008)
2. Residency Board, ASU (2006-2015)

### **Ira A. Fulton Schools of Engineering Service**

1. Dean's Faculty Advisory Council (DFAC) (2017-2019)
2. Dean's Executive Committee (2015-2016)
3. E2 Camp for Incoming Freshman (2015-Current)
4. International Committee (2004-2006)
5. Fulton Curriculum Committee (2009-2014)
6. Quality of Instruction Committee (2012-2014)

### **SSEBE & Del E. Webb School of Construction Service**

1. Faculty Search Committee Chair (2018)
2. DEWSC CM Graduate Program Chair (2012-2019) – *Program Level Leadership*

3. SSEBE Performance Evaluation Committee Chair (2014-2017) – *Program Level Leadership*
4. Curriculum Committee Chair (2012-2015) – **during re-accreditation review** – *Program Level Leadership*
5. Scholarship Committee (2008-Current)
6. Curriculum Committee (2005 – 2012)
7. Undergraduate Admissions Committee (2005 – 2009)
8. Graduate Program Committee (2005 – 2009)
9. Facility Management Concentration Faculty Advisor (2004 – Current)

### **SCIENTIFIC AND PROFESSIONAL SOCIETY MEMBERSHIPS**

1. Member, American Society of Civil Engineering, Construction Institute (2004-Present)
2. Member, The Association for the Advancement of Cost Engineering (2004-Present)
3. Member, American Society of Professional Estimators (ASPE) (2007-Present)
4. Member, Project Management Institute (PMI) (2008-Present)
5. Member, International Facility Managers Association (IFMA), Greater Phoenix Chapter – Educational (2004-Present)

## **MENTORING & STUDENT SUPERVISION**

### **MENTORED TENURE-TRACK PERSONNEL**

1. Call, Steve – PhD | Washington State University (Fall 2019 - Present)
2. Algahtany, Mohammed – PhD | Northern Border University (Saudi Arabia) (Fall 2018 - Present)
3. Gajjar, Dhaval – PhD | Clemson University (Fall 2018 - Present)
4. Lines, Brian – PhD | University of Kansas (Fall 2014 – Present)
5. Perrenoud, Anthony – PhD | University of Oklahoma (2014 – Present)
6. Prigge V, Diedrich (Rick) – PhD | Air Force Institute of Technology (2016 – Present) *previously at California Baptist University (2013-2016)*
7. Smithwick, Jake – PhD | University of North Carolina Charlotte (2016 – Present)
8. Stone, Brian – PhD | Western Illinois University (2012 – Present)

### **PHD SUPERVISIONS CHAIRED (COMPLETED)**

1. Steve Call – PhD  
Complete 2019 | Topic: Healthcare Facility Management Workforce Planning: Education to Career Gap Analysis
2. Kristen Hurtado – PhD  
Completed 2018 | Topic: An Andragogically-Centered Schema for a Heuristic Approach to Post-Collegiate Development in the Built Environment
3. Algahteny, Mohammed – PhD  
Completed 2018 | Topic: Assessment and Development of Contractor Mitigation Practices towards Risk
4. Pesek, Anthony - PhD  
Completed 2017 | Topic: Impact of Construction Document Deficiencies on Heavy/Civil Low-Bid Infrastructure Projects and the Introduction of a Contractor Document Review Assessment
5. Gunnoe, Jake – PhD (Co-Chair: Avi Wiezel)  
Completed 2017 | Topic: Adaptive Project Management for Project Professionals: Early Identification of Future Industry Leaders
6. Rivera, Alfredo – PhD (Co-Chair: William W. Badger)  
Completed 2017 | Topic: Shifting from Management to Leadership: A Procurement Model Adaptation to Project Management
7. Smithwick, Jake - PhD  
Completed 2016 | Topic: Organizational Agility in Dynamic Markets
8. Gajjar, Dhaval – PhD (Co-Chair: Dean Kashiwagi)  
Completed 2016 | Topic: Accountability Framework for Vendor Performance
9. Perrenoud, Anthony - PhD  
Completed 2014 | Topic: Cross Prediction of Risk Maturity from Multiple Organizational Elements
10. Lines, Brian - PhD  
Completed 2014 | Topic: Frictional Resistance Minimization in Organizational Change Implementation for the Built Environment
11. Prigge V, Diedrich (Rick) - PhD  
Completed 2013 | Topic: Optimization of Volunteer Construction Workforce for 3<sup>rd</sup> World and Post-Disaster Scenarios
12. Stone, Brian - PhD  
Completed 2012 | Topic: Organizational Change through Performance Information
13. McDonald, Doug - PhD  
Completed 2012 | Topic: Organizational Change Optimization within Facilities Management and Equipment Failure Prediction

**PHD SUPERVISIONS CHAIRED (IN-PROGRESS)**

1. Shah, Karan (2019 – Present)
2. Hillestad, Derek (2018 – Present)  
(2016 – Present)
3. Aldossari, Khaled (2014 – Present)  
(2013 – Present)
4. Perrin, Monica (2012 – Present)
  
5. Sawyer, Jeff
6. Savicky, John

**MS SUPERVISIONS CHAIRED – THESIS OPTION (COMPLETED)**

1. Delvinne, Hasini Fall 2019 2019 Fall
2. Rice, Michael 2019 Fall
3. Rennert, Andrew 2019 Fall
4. McKilligan, Ryan 2019 Summer
5. Kutz, Barry 2019 Summer
6. Shapiro, Seth 2018 Summer

7.	Dadvar, Atefeh	2017 Summer
8.	Ziffer, Steven	2017 Summer
9.	Thalin, William	2017 Fall
10.	Haverstic, Preston	2016 Fall
11.	Whitcraft, Daniel	2015 Fall
12.	Gunnoe, Jake	2015 Summer
13.	Thurston, Anna	2015 Spring
14.	Sawyer, Jeff	2014 Fall
15.	Mischung, Josh	2014 Fall
16.	Jeffers, Anthony	2012 Fall
17.	Smithwick, Jake	2012 Spring
18.	Perrenoud, Anthony	2012 Spring
19.	Lines, Brian	2011 Fall
20.	Barlish, Kristen	2011 Summer
21.	Tellefsen, Thor	2011 Summer
22.	McDonald, Doug	2010 Summer
23.	Prigge, Rick	2010 Summer
24.	Klein, Don	2010 Spring
25.	Oates, Dixon	2009 Fall
26.	Carey, Brad	2009 Spring
27.	Cowan, Lee	2008 Fall
28.	Georgoulis, Stephen	2008 Fall
29.	Michael, John	2008 Fall
30.	Yu, Kwok	2008 Fall
31.	Zenko, Dan	2008 Fall
32.	Guo, Yan	2006 Fall
33.	Okamura, Patrick	2006 Spring
34.	Tang, Ziwei	2006 Spring

**MS SUPERVISIONS CHAIRED –APPLIED PROJECT (NON-THESIS) OPTION  
(COMPLETED)**

1.	Ocson, Alanna	2019 Spring
2.	Joshi, Aditya	2019 Spring
3.	Murdock, Kyle	2019 Spring
4.	Asemsro Amegandji, Hilda	2019 Spring
5.	Morse, Emilie	2019 Spring
6.	Hensley, Danielle	2019 Summer
7.	Madrigal, Jessica	2019 Summer



8.	Mgrtichian, Artin	2019 Summer
9.	Ribaudo, Steven	2019 Summer
10.	Plehn, Patrick	2019 Summer
11.	Lee, Franklin	2019 Summer
12.	Ding, Xiaosu	2019 Summer
13.	Thomas, Aaron	2019 Summer
14.	Brown, Peter	2019 Summer
15.	Dehn, Mark	2019 Fall
16.	Harris, Megan	2019 Fall
17.	Algoaiaian, Omar	2019 Fall
18.	Hobbs, George	2019 Fall
19.	Banna, Jay	2019 Fall
20.	Boucher, Jason	2019 Fall
21.	Lopez Alvarado, Javier	2019 Fall
22.	Dhavak Kumar, Pradeep	2019 Fall
23.	Guerrero, Richard	2019 Fall
24.	Garcia, Kenneth	2019 Fall
25.	Morgan, Mykel	2019 Fall
26.	Samaria, Sai Jaswanth	2019 Fall
27.	Patterson, Hannah	2019 Fall
28.	Stoverink, Justin	2018 Fall
29.	Jamali, Mohammad	2018 Fall
30.	Davis, Jeffrey	2018 Fall
31.	Hughes, Michael	2018 Fall
32.	Blake, Cody	2018 Fall
33.	McWhorter, Matthew	2018 Fall
34.	Samman, Mike	2018 Fall
35.	Amisi, Derrick	2018 Fall
36.	Tucker, Emily	2018 Fall
37.	Nagarajan, Monisa	2018 Fall
38.	Youngblood, Randall	2018 Fall
39.	Apte, Abhishek	2018 Fall
40.	Davidson, Bradley	2018 Fall
41.	Turner, David	2018 Fall
42.	Bunn, Joel	2018 Fall
43.	Buhro, Julia	2018 Fall
44.	Henry, Kelsey	2018 Fall
45.	Oleiwi, Lydia	2018 Fall

46.	Wright, Michael	2018 Fall
47.	Dodds, Sheyenne	2018 Fall
48.	Bedakihale, Sourabh	2018 Fall
49.	Long, Steven	2018 Fall
50.	Hensel, Thomas	2018 Fall
51.	Gubby, Varun	2018 Fall
52.	Kelani, Vishal	2018 Fall
53.	Williams, Benjamin	2018 Fall
54.	Chase, Jeffrey	2018 Summer
55.	Nagar, Aaron	2018 Spring
56.	Umashankar, Gayatri	2018 Spring
57.	Andrews, Ruth	2018 Spring
58.	Chester, Kevin	2018 Spring
59.	Vandenberg, Kevin	2018 Spring
60.	Miller, Matthew	2018 Spring
61.	Estrada, Elvis	2018 Spring
62.	Shivakumar, Sundaresan	2018 Spring
63.	Florez, Paul	2018 Spring
64.	Alzain, Fahad	2018 Spring
65.	Moon, Marvin	2018 Spring
66.	Alfaraj, Abdulaziz	2018 Spring
67.	Chatterjee, Sattik	2018 Spring
68.	Kathula, Nishanth	2018 Spring
69.	Chandra, Raghav	2018 Spring
70.	Maheshwari, Kanu Shree	2018 Spring
71.	Sultani, Abdul Ghafoor	2018 Spring
72.	Sieyal, Batoor	2018 Spring
73.	Renanda, Dwita	2018 Spring
74.	Harvey, Teresa	2017 Summer
75.	Verdin, Alejandra	2017 Summer
76.	Cervantes, Eulalio	2017 Summer
77.	Cowell, Kristen	2017 Summer
78.	Shirey, William	2017 Spring

79.	Matarazzo, Daniel	2017 Spring
80.	Brown, David	2017 Spring
81.	Tan, Trey	2017 Spring
82.	Alharbi, Mohammad	2017 Spring
83.	Apt, Michael	2017 Spring
84.	Bailey, Sharlane	2017 Spring
85.	Teeter, Seth	2017 Spring
86.	Britton, Robert	2017 Spring
87.	Espinoza, Victoria	2017 Spring
88.	Devarajan, Uvaraj	2017 Spring
89.	Madhavaram Sivaiahgari, Sandeep	2017 Spring
90.	Kong, Fanjun	2017 Spring
91.	Rajashree Srinivasan, Surya Venkat	2017 Spring
92.	Zec, Mladen	2017 Spring
93.	Cluff, Casey	2017 Spring
94.	Martin, Chinyelu	2017 Fall
95.	Bonilla, Abraham	2017 Fall
96.	Feliciano, Edwin	2017 Fall
97.	Loloci, Ivzino	2017 Fall
98.	Mandley, Todd	2017 Fall
99.	Chittethu Soman, Chaithra	2017 Fall
100.	Whitcraft, Daniel	2016 Summer
101.	Cloughessy, James	2016 Spring
102.	Johnson, Sarah	2016 Spring
103.	Le, Nguyen	2016 Spring
104.	O'Neill, Ponti	2016 Spring
105.	West, Brian	2016 Spring
106.	Shoaib, Ahmad	2016 Spring
107.	Alsaggaf, Ahmed	2016 Spring
108.	Kamath Bola, Dimple	2016 Spring
109.	Kohli, Zushin	2016 Spring
110.	Goodwin, Samuel	2016 Spring
111.	Knapp, John	2016 Spring

112.	Kiyaani, Truman	2016 Fall
113.	Ewing, Kenneth	2016 Fall
114.	Alvarado, Pamela	2016 Fall
115.	Stanley, Darrell	2016 Fall
116.	Stefanik, Anthony	2016 Fall
117.	Dokka, Venkata Charan	2016 Fall
118.	Rao, Nishant Naginder	2016 Fall
119.	Beligere Nagaraju, Preetham	2016 Fall
120.	Rama Rao, Aishwarya Lakshmi	2016 Fall
121.	Devlekar, Akshay	2016 Fall
122.	Ruiz Ochoa, Cesar Augusto	2016 Fall
123.	Booka Vasu, Vivek	2016 Fall
124.	Ajala, Temiloluwa	2016 Fall
125.	Huff, Zachary	2016 Fall
126.	Kilnagar Padmanabhan, Harshavardhan	2015 Summer
127.	Magallanes, Matthew	2015 Summer
128.	Shaw, Mitchell	2015 Spring
129.	Bavgi, Sai Prasad	2015 Spring
130.	Malladi, Aakash reddy	2015 Spring
131.	Khandelwal, Sahil	2015 Spring
132.	Yussef, Abdulrahman	2015 Spring
133.	Rascoe, Kevin	2015 Spring
134.	Baek, Daniel	2015 Fall
135.	Furry, Justin	2015 Fall
136.	Upton, Robert	2015 Fall
137.	Mohan, Preethi	2015 Fall
138.	Shejawadkar, Shripad	2015 Fall
139.	Shetty, Darshan	2015 Fall
140.	Chandrashekar, Kuldeep	2015 Fall
141.	Tibkaew, Bunchai	2015 Fall
142.	Thomas, Christopher	2014 Spring
143.	Hanna, Trevor	2014 Spring
144.	Snedden, Brian	2014 Spring

145. Anzini, Paul	2014 Spring
146. Meek, Jonathan	2014 Spring
147. Padilla, James	2014 Spring
148. Spiak, Matthew	2014 Spring
149. Ballatore, Jack	2014 Spring
150. Shereef, Shereef	2014 Spring
151. Theis, John	2014 Spring
152. Ayala, Demetrio	2014 Fall
153. Cioara, John	2014 Fall
154. Koebensky, Kody	2014 Fall
155. Alsaif, Mohammad	2014 Fall
156. Karempudi, Ravi Teja Reddy	2014 Fall
157. Honga Sandra, Prashanth	2014 Fall
158. Saleeb, Wessam	2014 Fall
159. Pagliughi, Erica	2014 Fall
160. Kivlon, Ryan	2014 Fall
161. Russ, Bill	2014 Fall
162. Aedula, Hari Mohan	2013 Summer
163. Pesek, Anthony	2013 Fall
164. Yu, Andy	2013 Fall
165. Neurekar, Mehul Rajesh	2013 Fall
166. Flores, Gilbert	2013 Fall
167. Michels, Jeffrey	2012 Fall
168. Li, Yongchang	2012 Fall
169. Vos, Alexander	2010 Spring
170. Rich, Christopher	2010 Spring
171. Brown, Mario	2010 Spring
172. Cowley, Luke	2009 Summer
173. Kassai, Maryam	2009 Spring
174. Turk, Troy	2008 Summer
175. Beltran, Vicente	2006 Fall

## UNDERGRADUATE MENTORSHIP

**Barrett Honors College Student Thesis Chair**

1. Brynn Wheeler - Spring 2018
2. Migle Varkalaite - Spring 2018
3. Steven Schneider - Fall 2016
4. Andrew Eberline - Spring 2008

**Fulton Undergraduate Research Students (FURI) Supervision**

1. Lines, Brian (2010) Topic: Renewable Energy Technology Construction Analysis
2. Bailey, Craig (2010) Topic: A New Graphical Approach to Construction Project Control

**Student Club Advisor (Created/Initial Faculty Sponsor)**

1. Student Chapter – International Facility Management Association

**\*\*Won 2014 IFMA Award of Excellence – Student Chapter of the Year**

## TEACHING

### SUMMARY OF TEACHING

Undergraduate Courses Taught:	<b>4</b>
Graduate Courses Taught:	<b>13</b>
Total Number of Students Taught:	<b>2,546</b>
Total Number of Student Credit Hours Taught:	<b>8,735</b>
Average Instructor Evaluation Score (Undergraduate Courses):	<b>4.64</b>
Average Course Evaluation Score (Undergraduate Courses):	<b>4.54</b>
Average Instructor Evaluation Score (Graduate Courses):	<b>4.76</b>
Average Course Evaluation Score (Graduate Courses):	<b>4.63</b>
<u>Summary of New Course Development</u>	
Total Unique New Courses Developed:	<b>13</b>
<i>New Undergraduate In-Person Courses Developed (not crosslisted w/graduate section):</i>	<b>1</b>
<i>New Graduate In-Person Courses Developed (not crosslisted w/undergrad section):</i>	<b>5</b>
<i>New Graduate In-Person Courses Developed (crosslisted w/undergrad section):</i>	<b>6</b>
<i>New Graduate Online Only Courses Developed (not crosslisted w/undergrad section):</i>	<b>1</b>
Existing In-Person Courses Converted and Delivered Online:	<b>7</b>

### TEACHING SUMMARY – UNDERGRADUATE COURSES ONLY (Through Spring 2018)

Year	Number of Students	Student Credit Hours	Instructor Eval (1-5)	Course Eval (1-5)
2018	100	400	<b>4.49</b>	<b>4.32</b>
2017	155	611	<b>4.72</b>	<b>4.50</b>
2016	123	482	<b>4.55</b>	<b>4.29</b>
2015	150	548	<b>4.79</b>	<b>4.61</b>
2014	77	304	<b>4.67</b>	<b>4.45</b>

2013	121	422	4.51	4.70
2012	106	383	4.64	4.64
2011	178	570	4.55	4.64
2010	147	491	4.70	4.49
2009	142	496	4.61	4.39
2008	135	462	4.66	4.53
2007	162	557	4.69	4.56
2006	104	376	4.64	4.60
2005	148	507	4.72	4.55
2004	76	260	4.78	4.53
<b>TOTAL:</b>	<b>1,924</b>	<b>6,869</b>	<b>4.64</b>	<b>4.54</b>

#### TEACHING SUMMARY – GRADUATE COURSES ONLY (*Through Spring 2018*)

Year	Number of Students	Student Credit Hours	Instructor Eval (1-5)	Course Eval (1-5)
2018	60	180	3.93	4.08
2017	124	372	4.81	4.59
2016	103	309	4.73	4.52
2015	87	261	4.85	4.66
2014	46	138	4.85	4.84
2013	25	75	4.93	4.92
2012	25	75	4.85	4.69
2011	28	84	4.79	4.72
2010	23	69	4.89	4.80
2009	15	45	4.53	4.57
2008	26	78	4.77	4.76
2007	22	66	4.84	4.75
2006	38	114	4.91	4.72
<b>TOTAL:</b>	<b>622</b>	<b>1,866</b>	<b>4.76</b>	<b>4.63</b>

#### UNIVERSITY COURSES TAUGHT



### **Undergraduate**

1. CON 383/CNE 383 - Construction Estimating
2. CON 483 - Advanced Building Estimating
3. HON 394 / 294 – Advanced Business Systems (Co-Instructed)
4. ECE 100 - Intro to Engineering Design

### **Graduate**

1. CON 501 / CON 598 – Research Methods
2. CON 598 / 494 – RFP Development, Response, and Metrics
3. CON 598 – Project Management Methodologies I
4. CON 530 / CON 598 / CON 494 – FM Operations & Maintenance
5. CON 531 / CON 598 / CON 494 – FM Building Energy Management
6. CON 532 – FM Facilities Project Management
7. CON 593 – Applied Project
8. CON 598 / CON 494 – FM Facilities Administration
9. CON 598 / CON 494 – Real Estate and Property Management
10. CON 598 – FM Finance & Communication
11. CON 598 – Facility Management Fundamentals
12. CON 598/494 – Facility Assessment & Planning (co-Instructed)
13. CON 598 – Quantitative Analysis

## **NEW COURSES DEVELOPED**

### **New Undergraduate In-Person Courses Developed** *(not crosslisted w/graduate section)*

1. HON 394/294 – Advanced Business Systems (Co-Instructed) – Spring 2011

### **New Graduate In-Person Courses Developed** *(not crosslisted w/undergrad section)*

1. CON 598 (Now CON 532) - FM Facilities Project Management – Fall 2012
2. CON 598 – Quantitative Analysis - Summer 2011
3. CON 598 - Project Management Methodologies I – Spring 2008
4. CON 598 (Now CON 501) - Research Methods – Spring 2006
5. CON 598 - Facility Management Fundamentals – Spring 2006

### **New Graduate In-Person Courses Developed** *(crosslisted w/undergrad section)*

1. CON 598 / CON 494 – Facility Assessment & Planning (co-Instructed) – Spring 2018
2. CON 598 / CON 494 – RFP Development, Response, and Metrics – Spring 2015

3. CON 598 / CON 494 – Real Estate and Property Management – Spring 2014
4. CON 598 / CON 494 – FM Facilities Administration – Spring 2012
5. CON 598 / CON 494 (Now CON 531) - FM Building Energy Management – Fall 2011
6. CON 598 / CON 494 (Now CON 530) - FM Operations & Maintenance – Fall 2010

**New Graduate On-Line Only Courses Developed** *(not crosslisted w/undergrad section)*

1. CON 598 – FM Finance & Communication – Spring 2016

**Existing In-Person Courses Converted and Delivered Online**

1. CON 598 – Real Estate and Property Management – Fall 2016
2. CON 598 (Now CON 501) - Research Methods – Summer 2011
3. CON 383 - Construction Estimating (iCourse) – Spring 2016
4. CON 598 (Now CON 532) - FM Facilities Project Management – Fall 2013
5. CON 598 / CON 494 (Now CON 531) - FM Building Energy Management – Fall 2013
6. CON 530 / CON 598 / CON 494 - FM Operations & Maintenance – Fall 2013
7. CON 598 - Project Management Methodologies I – Spring 2010

**DETAILED LIST OF UNDERGRADUATE COURSES TAUGHT**

1	Sprg 2018	CNE 383 - Construction Estimating
2	Sprg 2018	CON 383 - Construction Estimating
3	Fall 2017	CNE 383 - Construction Estimating
4	Fall 2017	CON 383 - Construction Estimating
5	Sprg 2017	CNE 383 - Construction Estimating
6	Sprg 2017	CON 383 - Construction Estimating
7	Fall 2016	CON 494 – RFP Development, Response, and Metrics
8	Fall 2016	CON 383 - Construction Estimating
9	Fall 2016	CNE 383 - Construction Estimating
10	Sprg 2016	CON 383 – Construction Estimating – iCourse
11	Sprg 2016	CON 383 - Construction Estimating
12	Sprg 2016	CNE 383 - Construction Estimating
13	Fall 2015	CON 494 – RFP Development, Response, and Metrics
14	Fall 2015	CON 383 - Construction Estimating
15	Fall 2015	CNE 383 - Construction Estimating
16	Sum 2015	CON 494 – Brazilian Student Research Course

17	Sum 2015	CON 494 – Brazilian Student Research Course
18	Sprg 2015	CNE 383 - Construction Estimating
19	Sprg 2015	CNE 383 - Construction Estimating
20	Sprg 2015	CON 494 – RFP Development, Response, and Metrics
21	Fall 2014	CNE 383 - Construction Estimating
22	Fall 2014	CON 383 - Construction Estimating
23	Sprg 2014	CNE 383 - Construction Estimating
24	Sprg 2014	CON 383 - Construction Estimating
25	Sprg 2014	CON 494 – Real Estate and Property Management
26	Fall 2013	CNE 383 - Construction Estimating
27	Fall 2013	CON 383 - Construction Estimating
28	Sprg 2013	CON 383 - Construction Estimating
29	Fall 2012	CON 383 - Construction Estimating
30	Sum 2012	CON 383 - Construction Estimating
31	Sprg 2012	HON 294 – Advanced Business Systems
32	Sprg 2012	HON 394 – Advanced Business Systems
33	Sprg 2012	CON 494 – FM Facilities Administration
34	Sprg 2012	CON 383 - Construction Estimating
35	Fall 2011	CON 494 - FM Building Energy Management
36	Fall 2011	HON 294 – Advanced Business Systems
37	Fall 2011	HON 394 – Advanced Business Systems
38	Fall 2011	CON 483 - Advanced Building Estimating
39	Fall 2011	CON 383 - Construction Estimating
40	Sprg 2011	HON 294 – Advanced Business Systems
41	Sprg 2011	HON 394 – Advanced Business Systems
42	Sprg 2011	CON 483 - Advanced Building Estimating
43	Sprg 2011	CON 383 - Construction Estimating
44	Fall 2010	CON 494 - FM Operations & Maintenance
45	Fall 2010	CON 483 - Advanced Building Estimating
46	Fall 2010	CON 383 - Construction Estimating
47	Sprg 2010	CON 483 - Advanced Building Estimating
48	Sprg 2010	CON 383 - Construction Estimating
49	Fall 2009	CON 483 - Advanced Building Estimating

50	Fall 2009	CON 383 - Construction Estimating
51	Sprg 2009	CON 483 - Advanced Building Estimating
52	Sprg 2009	CON 383 - Construction Estimating
53	Fall 2008	CON 483 - Advanced Building Estimating
54	Fall 2008	CON 383 - Construction Estimating
55	Sprg 2008	CON 483 - Advanced Building Estimating
56	Sprg 2008	CON 383 - Construction Estimating
57	Fall 2007	CON 483 - Advanced Building Estimating
58	Fall 2007	CON 383 - Construction Estimating
59	Sum 2007	CON 494 - Graduate Leveling Course
60	Sprg 2007	CON 483 - Advanced Building Estimating
61	Sprg 2007	CON 383 - Construction Estimating
62	Fall 2006	CON 483 - Advanced Building Estimating
63	Fall 2006	CON 383 - Construction Estimating
64	Sum 2006	CON 494 - Graduate Leveling Course
65	Sprg 2006	CON 483 - Advanced Building Estimating
66	Sprg 2006	CON 383 - Construction Estimating
67	Fall 2005	CON 483 - Advanced Building Estimating (Redesigned)
68	Fall 2005	CON 383 - Construction Estimating
69	Sum 2005	CON 494 - Graduate Leveling Course
70	Sprg 2005	ECE 100 - Intro to Engineering Design
71	Sprg 2005	CON 383 - Construction Estimating
72	Fall 2004	ECE 100 - Intro to Engineering Design
73	Fall 2004	CON 383 - Construction Estimating (Redesigned to 4 credits)

**DETAILED LIST OF GRADUATE COURSES TAUGHT** (*includes CON 593 Applied Project, which does not appear on IAFSE list*)

1	Sprg 2018	CON 501 - Research Methods Online
2	Sprg 2018	CON 532 - FM Project Management Online
3	Sprg 2018	CON 531 - FM Building Energy Management Online
4	Sprg 2018	CON 530 - FM Operations & Maintenance Online
5	Sprg 2018	CON 598 - FM Finance & Communication Online

6	Sprg 2018	CON 598 - FM Real Estate & Property Management Online
7	Sprg 2018	CON 598 – Facility Assessment and Planning (co-Instructed)
8	Sprg 2018	CON 593 - Applied Project
9	Fall 2017	CON 501 - Research Methods Online
10	Fall 2017	CON 598 - RFP Development, Response, and Metrics
11	Fall 2017	CON 494 - RFP Development, Response, and Metrics
12	Fall 2017	CON 598 - FM Real Estate & Property Management Online
13	Fall 2017	CON 598 - FM Finance & Communication Online
14	Fall 2017	CON 532 - FM Project Management Online
15	Fall 2017	CON 531 - FM Building Energy Management Online
16	Fall 2017	CON 530 - FM Operations & Maintenance Online
17	Fall 2017	CON 593 - Applied Project
18	Sum 2017	CON 598 - Project Management Methodologies I
19	Sum 2017	CON 598 - Project Management Methodologies I - Online
20	Sum 2017	CON 593 - Applied Project Online
21	Sum 2017	CON 598 - FM Finance & Communication Online
22	Sum 2017	CON 532 - FM Project Management Online
23	Sum 2017	CON 531 - FM Building Energy Management Online
24	Sum 2017	CON 530 - FM Operations & Maintenance iCourse
25	Sum 2017	CON 530 - FM Operations & Maintenance Online
26	Sum 2017	CON 501 - Research Methods Online
27	Sprg 2017	CON 593 - Applied Project Online
28	Sprg 2017	CON 593 - Applied Project
29	Sprg 2017	CON 598 - FM Real Estate & Property Management Online
30	Sprg 2017	CON 598 - FM Finance & Communication Online
31	Sprg 2017	CON 532 - FM Project Management iCourse
32	Sprg 2017	CON 532 - FM Project Management Online
33	Sprg 2017	CON 531 - FM Building Energy Management iCourse
34	Sprg 2017	CON 531 - FM Building Energy Management Online
35	Sprg 2017	CON 530 - FM Operations & Maintenance Online
36	Sprg 2017	CON 501 - Research Methods Online
37	Fall 2016	CON 598 – FM Real Estate & Property Management
38	Fall 2016	CON 598 – FM Finance & Communication Online

39	Fall 2016	CON 532 – FM Facilities Project Management Online
40	Fall 2016	CON 531 - FM Building Energy Management Online
41	Fall 2016	CON 530 - FM Operations & Maintenance Online
42	Fall 2016	CON 593 – Applied Project Online
43	Fall 2016	CON 593 – Applied Project
44	Fall 2016	CON 501 - Research Methods Online
45	Fall 2016	CON 598 – RFP Development, Response, and Metrics
46	Sum 2016	CON 593 – Applied Project Online
47	Sum 2016	CON 598 - Project Management Methodologies I
48	Sum 2016	CON 598 - Project Management Methodologies I - Online
49	Sum 2016	CON 598 – FM Finance & Communication Online
50	Sum 2016	CON 532 – FM Facilities Project Management Online
51	Sum 2016	CON 531 - FM Building Energy Management Online
52	Sum 2016	CON 530 - FM Operations & Maintenance Online
53	Sum 2016	CON 501 - Research Methods Online
54	Sprg 2016	CON 593 – Applied Project Online
55	Sprg 2016	CON 593 – Applied Project
56	Sprg 2016	CON 598 – FM Finance & Communication Online
57	Sprg 2016	CON 532 – FM Facilities Project Management Online
58	Sprg 2016	CON 531 - FM Building Energy Management Online
59	Sprg 2016	CON 530 - FM Operations & Maintenance Online
60	Sprg 2016	CON 501 - Research Methods Online
61	Sprg 2016	CON 501 - Research Methods
62	Fall 2015	CON 532 – FM Facilities Project Management Online
63	Fall 2015	CON 531 - FM Building Energy Management Online
64	Fall 2015	CON 530 - FM Operations & Maintenance Online
65	Fall 2015	CON 501 - Research Methods
66	Fall 2015	CON 598 – RFP Development, Response, and Metrics
67	Sum 2015	CON 593 – Applied Project
68	Sum 2015	CON 598 - Project Management Methodologies I
69	Sum 2015	CON 598 - Project Management Methodologies I - Online
70	Sum 2015	CON 598 - FM Operations & Maintenance Online
71	Sum 2015	CON 598 - FM Building Energy Management Online

72	Sum 2015	CON 501 - Research Methods
73	Sprg 2015	CON 598 - Project Management Methodologies I
74	Sprg 2015	CON 598 - Project Management Methodologies I - Online
75	Sprg 2015	CON 598 – RFP Development, Response, and Metrics
76	Sprg 2015	CON 598 - FM Operations & Maintenance Online
77	Sprg 2015	CON 598 – FM Facilities Project Management Online
78	Sprg 2015	CON 501 - Research Methods
79	Fall 2014	CON 501 - Research Methods
80	Fall 2014	CON 598 – FM Facilities Project Management Online
81	Fall 2014	CON 598 - FM Operations & Maintenance Online
82	Sum 2014	CON 593 – Applied Project
83	Sum 2014	CON 598 - Project Management Methodologies I
84	Sum 2014	CON 501 - Research Methods
85	Sprg 2014	CON 598 - Project Management Methodologies I
86	Sprg 2014	CON 598 - Project Management Methodologies I - Online
87	Sprg 2014	CON 501 - Research Methods
88	Sprg 2014	CON 598 – Real Estate and Property Management
89	Fall 2013	CON 598 – FM Facilities Project Management Online
90	Fall 2013	CON 598 - FM Building Energy Management Online
91	Fall 2013	CON 598 - FM Operations & Maintenance Online
92	Fall 2013	CON 501 – Research Methods
93	Sum 2013	CON 501 – Research Methods – Online
94	Sprg 2013	CON 598 - Project Management Methodologies I
95	Sprg 2013	CON 501 - Research Methods
96	Fall 2012	CON 598 - Project Management Methodologies I
97	Sum 2012	CON 598 - Project Management Methodologies I
98	Sum 2012	CON 501 – Research Methods – Online
99	Sprg 2012	CON 598 - Project Management Methodologies I
100	Sprg 2012	CON 598 - Project Management Methodologies I - Online
101	Sprg 2012	CON 598 – FM Facilities Administration
102	Fall 2011	CON 598 - FM Building Energy Management
103	Sum 2011	CON 598 - Research Methods - Online
104	Sum 2011	CON 598 - Research Methods

105	Sum 2011	CON 598 – Quantitative Analysis
106	Sprg 2011	CON 598 - Project Management Methodologies I
107	Sprg 2011	CON 598 - Project Management Methodologies I - Online
108	Fall 2010	CON 598 - FM Operations & Maintenance
109	Sprg 2010	CON 598 - Project Management Methodologies I
110	Sprg 2010	CON 598 - Project Management Methodologies I - Online
111	Fall 2009	CON 563 - Facility Management Fundamentals
112	Sum 2009	CON 598 - Research Methods
113	Sprg 2009	CON 598 - Project Management Methodologies I
114	Fall 2008	CON 598 - Facility Management Fundamentals
115	Sum 2008	CON 598 - Research Methods
116	Sprg 2008	CON 598 - Project Management Methodologies I
117	Fall 2007	CON 598 - Research Methods
118	Sprg 2007	CON 598 - Facility Management Fundamentals
119	Sprg 2007	CON 598 - Research Methods
120	Fall 2006	CON 598 - Research Methods
121	Sprg 2006	CON 598 - Research Methods
122	Sprg 2006	CON 598 - Facility Management Fundamentals



## RESEARCH SUPPORT

### SUMMARY OF RESEARCH GRANTS (as of June 7<sup>th</sup> 2018 | ASU-OKED Research Analytics Dashboard)

Total Amount of All Awards in which Professor Sullivan as PI or co-PI:	<b>\$ 11,583,740</b>
Prof. Sullivan Recognition in All Awards as PI or co-PI:	<b>\$ 7,329,060</b>
Total Amount of All Awards in which Professor Sullivan is PI:	<b>\$ 10,793,516</b>
Prof. Sullivan Total Award Amount Received at ASU as of 06/07/2018:	<b>\$ 11,583,740</b>
Prof. Sullivan Share of Research Expenditures as of 06/07/2018:	<b>\$ 6,465,953</b>

### ANNUAL RESEARCH (SULLIVAN RECOGNITION ONLY) (as of June 7<sup>th</sup> 2018 | ASU-OKED Research Analytics Dashboard | Sorted by Fiscal Year)

Year	Sullivan Proposed	Sullivan Awarded	Sullivan Expenditures
2018	\$952,000	\$554,542	\$479,875
2017	\$54,000	\$223,967	\$655,514
2016	\$764,783	\$845,450	\$633,802
2015	\$332,362	\$898,991	\$674,120
2014	\$776,500	\$780,257	\$699,109
2013	\$544,118	\$383,615	\$477,383
2012	\$581,999	\$589,403	\$454,246
2011	\$917,900	\$675,500	\$466,470
2010	\$1,121,647	\$625,085	\$241,983
2009	\$394,914	\$303,751	\$570,009
2008	\$243,249	\$566,499	\$495,143
2007	\$404,500	\$402,000	\$323,073
2006	\$390,000	\$365,000	\$286,510
2005	\$165,000	\$115,000	\$8,715
<b>TOTAL:</b>	<b>\$7,642,972</b>	<b>\$7,329,060</b>	<b>\$6,465,953</b>

### LIST OF RESEARCH GRANTS BY SPONSOR (as of June 7<sup>th</sup> 2018 | Tracked by Calendar Year)

*NOTE: Some Sponsors award a base year contract and then renew year-to-year. Renewal awards are tracked at ASU as awards in the year renewed. I have summed the total awarded plus renewals amount by Sponsor and (My Role) below.*

- 1. GEORGIA PACIFIC (PI)**  
2018: Organizational Transformation Strategic Engagement Yr1.  
Approved Funding: \$ 195,500 | Recognized Funding: **\$ 195,500**
- 2. GOOGLE (PI)**  
2015-2018: Expertise-Driven Methods in Advanced Technology Facilities.  
Approved Funding: \$ 330,000 | Recognized Funding: **\$ 330,000**
- 3. UNIVERSITY OF CALIFORNIA (PI)**  
2016-2018: Strategic Engagement Best Value Model  
Approved Funding: \$ 360,000 | Recognized Funding: **\$ 180,000**
- 4. STATE OF ALASKA (PI)**  
2018: Optimization of Procurement for Pharmacy Benefit Manager  
Approved Funding: \$ 62,000 | Recognized Funding: **\$ 62,000**
- 5. IFMA (PI)**  
2016-2017: International Facility Management Association FM Study  
Approved Funding: \$ 63,426 | Recognized Funding: **\$ 63,426**
- 6. STATE OF ALASKA (PI)**  
2017: Alaska DOT: Best Value Model  
Approved Funding: \$ 54,000 | Recognized Funding: **\$ 54,000**
- 7. KAMEHAMEHA SCHOOLS (PI)**  
2016: Best Value Business Model  
Approved Funding: \$ 125,000 | Recognized Funding: **\$ 62,500**
- 8. HAZIM CONSULTING (PI)**  
2016: Best Value Approach- Saudi Arabia  
Approved Funding: \$ 81,400 | Recognized Funding: **\$ 40,700**
- 9. STATE OF TENNESSEE (PI)**  
2015: Organizational Optimization for Expertise-Driven Project Delivery  
Approved Funding: \$ 200,000 | Recognized Funding: **\$ 100,000**
- 10. CARLETON UNIVERSITY (PI)**  
2015: Organizational Optimization for Expertise-Driven Project Delivery  
Approved Funding: \$ 140,000 | Recognized Funding: **\$ 70,000**
- 11. UNIVERSITY OF TORONTO (PI)**  
2015: IT Value-Based Integration  
Approved Funding: \$ 70,000 | Recognized Funding: **\$ 35,000**
- 12. LEDUC COUNTY (PI)**  
2015: Highway Infrastructure Value-Based Delivery

Approved Funding: \$ 70,000 | Recognized Funding: **\$ 35,000**

**13. STATE OF ARIZONA (PI)**

2014-2016: AZ Department of Environmental Quality Best Value

Approved Funding: \$ 350,000 | Recognized Funding: **\$ 28,000**

**14. CONSTRUCTION INDUSTRY INSTITUTE (Co-PI)**

2014-2016: Best Practices for Succession Planning

Approved Funding: \$ 229,724 | Recognized Funding: **\$ 114,862**

**15. GORDIAN GROUP (PI)**

2014: Efficiency of JOC Construction

Approved Funding: \$ 100,000 | Recognized Funding: **\$ 50,000**

**16. ALASKA AEROSPACE (PI)**

2014-2015: Rocket Launch Facility Construction Optimization

Approved Funding: \$ 165,000 | Recognized Funding: **\$ 82,500**

**17. STATE OF ALASKA (PI)**

2014: IT Optimization

Approved Funding: \$ 30,000 | Recognized Funding: **\$ 15,000**

**18. SMACNA (PI)**

2014-2016: Development of Contractor Operations Manuals

Approved Funding: \$ 86,000 | Recognized Funding: **\$ 43,000**

**19. NEW HORIZONS FOUNDATION (Co-PI)**

2014-2016: Market Entry Risk Framework and Methods

Approved Funding: \$ 325,000 | Recognized Funding: **\$ 130,000**

**20. CANADIAN CONSORTIUM – WESTERN UNIVERSITY (PI)**

2013-2017: Ontario Consortium Strategic Best Value Model

Approved Funding: \$ 556,622 | Recognized Funding: **\$ 556,622**

**21. CITY OF SPRUCE GROVE (PI)**

2013-2016: Best Value Implementation

Approved Funding: \$ 90,500 | Recognized Funding: **\$ 42,250**

**22. ALBERTA INFRASTRUCTURE (PI)**

2013: Best Value (BV) Strategic Initiative

Approved Funding: \$ 125,000 | Recognized Funding: **\$ 62,500**

**23. TREMCO (PI)**

2013-2017: Best Value Instruction and Support with Tremco

Approved Funding: \$ 500,000 | Recognized Funding: **\$ 300,000**

**24. SIMON FRASER UNIVERSITY (PI)**

2013-2014: Organizational Adaptation of Value-Based Concepts

Approved Funding: \$ 220,000 | Recognized Funding: **\$ 110,000**

**25. CONSUMER FINANCIAL PROTECTION BUREAU (PI)**

2013: Consumer Financial Protection Bureau - Training for Implementation of Service Solutions  
Approved Funding: \$ 129,840 | Recognized Funding: **\$ 64,740**

**26. 3M (PI)**

2013: Best Value Efforts 3M  
Approved Funding: \$ 75,000 | Recognized Funding: **\$ 37,500**

**27. SRP (PI)**

2013: Salt River Project - Best Value Processes  
Approved Funding: \$ 68,967 | Recognized Funding: **\$ 34,484**

**28. DALHOUSIE UNIVERSITY (PI)**

2013-2014: Best Value Research Process  
Approved Funding: \$ 375,000 | Recognized Funding: **\$ 187,500**

**29. UNIVERSITY OF MANITOBA (PI)**

2013-2016: BV Efficiency Efforts  
Approved Funding: \$ 350,000 | Recognized Funding: **\$ 175,000**

**30. CITY OF ROSEVILLE (PI)**

2012-2013: MN Parks and Recreation: Best Value Education  
Approved Funding: \$ 75,000 | Recognized Funding: **\$ 87,500**

**31. STATE OF NEW MEXICO (PI)**

2012: The New Mexico Taxation and Revenue Department Best Value Program.  
Approved Funding: \$ 100,000 | Recognized Funding: **\$ 50,000**

**32. ELECTRI INTERNATIONAL (PI)**

2012: Succession Planning & Mentoring Programs for Electrical Contractors.  
Approved Funding: \$ 7,000 | Recognized Funding: **\$ 7,000**

**33. BRUNSFIELD MALAYSIA (PI)**

2011-2013: Education of Best Value  
Approved Funding: \$ 225,000 | Recognized Funding: **\$ 112,500**

**34. UNIVERSITY OF ALBERTA (PI)**

2011-2012: Organizational Measurement of the Best Value Model at UA.  
Approved Funding: \$ 297,750 | Recognized Funding: **\$ 148,875**

**35. CITY OF PHOENIX (PI)**

2011-2012: Best Value Business Model for the City of Phoenix.  
Approved Funding: \$ 120,000 | Recognized Funding: **\$ 60,000**

**36. HENNEPIN COUNTY (PI)**

2011-2012: Best Value Structure and Organization Transformation at Hennepin County.  
Approved Funding: \$ 75,000 | Recognized Funding: **\$ 37,500**

**37. BOISE STATE UNIVERSITY (PI)**

2011-2012: Organizational Research of the Best Value Business Model at BSU.

Approved Funding: \$ 150,000 | Recognized Funding: **\$ 75,000**

**38. CMS (PI)**

2011: Organizational Measurement of the Best Value Model at CMS.

Approved Funding: \$ 50,000 | Recognized Funding: **\$ 25,000**

**39. STATE OF OREGON (PI)**

2011: Organizational Measurement of the Best Value Model.

Approved Funding: \$ 75,000 | Recognized Funding: **\$ 37,500**

**40. STATE OF OREGON (PI)**

2011: State of Oregon Tax Software Project.

Approved Funding: \$ 60,000 | Recognized Funding: **\$ 37,500**

**41. STATE OF IDAHO (PI)**

2009-2010: Best Value Structure and Organization Education at the State of Idaho.

Approved Funding: \$ 174,978 | Recognized Funding: **\$ 104,987**

**42. IDAHO TRANSPORTATION DEPARTMENT (PI)**

2010-2012: Quality Based Program at the Idaho Transportation Department.

Approved Funding: \$ 230,000 | Recognized Funding: **\$ 115,000**

**43. STATE OF ALASKA (PI)**

2010-2011: Best Value Structure and Organization Education at the State of Alaska. Approved Funding: \$ 195,000 | Recognized Funding: **\$ 97,500**

**44. STATE OF OKLAHOMA (PI)**

2009-2015: Best Value at the State of Oklahoma

Approved Funding: \$ 580,000 | Recognized Funding: **\$ 290,000**

**45. GENERAL SERVICES ADMINISTRATION (Co-PI)**

2009-2011: Best Value Implementation with GSA.

Approved Funding: \$ 235,500 | Recognized Funding: **\$ 117,750**

**46. ABENGOA SOLAR (PI)**

2009: Department of Energy Research Requirement Fulfillment

Approved Funding: \$ 48,914 | Recognized Funding: **\$ 48,914**

**47. US SOLAR / DEPARTMENT OF ENERGY (PI)**

2009: Thermal Energy Storage Technologies Built and Compares.

Approved Funding: \$ 137,434 | Recognized Funding: **\$ 137,434**

**48. GENERAL DYNAMICS (PI)**

2007: Organizational Efficiency and Performance Systems at GD

Approved Funding: \$ 97,750 | Recognized Funding: **\$ 97,750**

**49. STATE OF WYOMING (PI)**

2007: Wyoming Military Department - Measurement of Performance of Vendors/Services.

Approved Funding: \$ 33,250 | Recognized Funding: **\$ 33,250**

**50. STATE OF MISSOURI (PI)**

2006-2007: Best Value at the State of Missouri.

Approved Funding: \$ 66,500 | Recognized Funding: **\$ 66,500**

**51. ENTERGY (PI)**

2006: Best Value and Performance Measurement at Entergy, Inc.

Approved Funding: \$ 75,000 | Recognized Funding: **\$ 75,000**

**52. OP2 (PI)**

2006: Best Value and Process Efficiency at the State of California.

Approved Funding: \$ 10,000 | Recognized Funding: **\$ 10,000**

**53. WASHINGTON DOT (PI)**

2006: Performance Based Contracting Education.

Approved Funding: \$ 50,000 | Recognized Funding: **\$ 50,000**

**54. NEOGARD (PI)**

2005-2017: Public Education of How to Use Performance Information.

Approved Funding: \$ 1,351,250 | Recognized Funding: **\$ 986,125**

**55. UNIVERSITY OF MINNESOTA (PI)**

2005-2011: Utilizing IMT / PIPS within the UM Capital Planning and Project Management.

Approved Funding: \$ 550,000 | Recognized Funding: **\$ 437,500**

**56. US ARMY MEDICAL COMMAND (Co-PI)**

2005-2011: Organizational Efficiency and Performance Measurement at the US Army Medical Command.

Approved Funding: \$ 660,556 | Recognized Funding: **\$ 579,153**

**57. US COAST GUARD (Co-PI)**

2005: Education on the Implementation of Performance Based Service Contracting.

Approved Funding: \$ 50,000 | Recognized Funding: **\$ 50,000**