

**Curriculum Vitae**  
**Promotion and Tenure 2019-2020**  
Last Updated on March 14, 2019

**NAME**      Lines, Brian C.

**POSITION** Assistant Professor  
University of Kansas  
School of Engineering  
Civil, Environmental & Architectural Engineering (CEAE) Department  
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## EDUCATION

2014	Ph.D.	Construction Management	Arizona State University
2011	M.S.	Construction Management	Arizona State University
2010	B.S.	Chemical Engineering	Arizona State University

## ACADEMIC POSITIONS

2014-Present	<b>Assistant Professor</b> Civil, Environmental & Architectural Engineering (CEAE) Department School of Engineering University of Kansas
2010-2014	<b>Research Assistant</b> (Chair: Prof. Kenneth T. Sullivan) Del E. Webb School of Construction School of Sustainable Engineering & the Built Environment Ira A. Fulton Schools of Engineering Arizona State University

## LICENSURES, CERTIFICATIONS, AND PROFESSIONAL TRAINING

2018-Present	<b>Professional Engineer</b> <i>Kansas State Board of Technical Professions</i>
2013-Present	<b>Facility Management Professional</b> <i>International Facility Management Association (IFMA)</i>

## TEACHING

### SUMMARY OF TEACHING

Separate Course Topics Taught at Undergraduate & Graduate Level:	<b>2</b>
Separate Course Topics Taught at the Graduate Level:	<b>3</b>
Total Number of Student Credit Hours Taught:	<b>1,374</b>
Average Evaluation Score for <i>Instructor Effectiveness</i> (Undergraduate Courses):	<b>4.72 / 5.00</b>
Average Evaluation Score for <i>Command of Subject</i> (Undergraduate Courses):	<b>4.87 / 5.00</b>
Average Evaluation Score for <i>Instructor Effectiveness</i> (Graduate Courses):	<b>4.89 / 5.00</b>
Average Evaluation Score for <i>Command of Subject</i> (Graduate Courses):	<b>4.93 / 5.00</b>
<u><i>Summary of New Course Development</i></u>	
Total New Courses Developed:	<b>2</b>
New Undergraduate In-Person Courses Developed:	<b>1</b>
New Graduate In-Person Courses Developed:	<b>1</b>
Existing In-Person Courses Converted for Online Delivery:	<b>2</b>

### NEW COURSES DEVELOPED

#### New Undergraduate In-Person Courses Developed

1. CMGT 457 – Construction Project Management – Created in Fall 2015

#### New Graduate In-Person Courses Developed

1. CE 895 – Alternative Project Delivery Methods – Created in Spring 2017

#### Existing In-Person Courses Converted and Available for Online Delivery

1. CMGT 457 – Construction Project Management – Spring 2019 (entirely delivered online for senior-level students under course designation CE 490)
2. CMGT 704 – Construction Estimating and Bidding – Spring 2019 (offered as a Zoom course option for remote student enrollment)

## TEACHING SUMMARY – LIST OF COURSES TAUGHT

Course Number and Title	Semester & Year	Number Enrolled	Instructor Effectiveness Evaluation (1-5)
CMGT 457: Construction Project Management	Fall 2019	76	tbd
CE 895: Alternative Project Delivery Methods	Spring 2019	7	4.5
CMGT 704: Construction Estimating and Bidding	Spring 2019	8	5.0
CMGT 457: Construction Project Management	Fall 2018	85	4.69
CE 895: Alternative Project Delivery Methods	Spring 2018	17	5.00
CMGT 704: Construction Estimating and Bidding	Spring 2018	22	4.88
CMGT 457: Construction Project Management	Fall 2017	73	4.73
CMGT 704: Construction Estimating and Bidding	Spring 2017	8	5.00
CE 895: Alternative Project Delivery Methods	Spring 2017	16	4.88
CMGT 457: Construction Project Management	Fall 2016	68	4.63
CMGT 704: Construction Estimating & Bidding	Spring 2016	16	4.75
CMGT 457: Construction Project Management	Fall 2015	2	see CMGT 357 below
CMGT 357: Engineering Economics	Fall 2015	38	4.82
CMGT 704: Construction Estimating & Bidding	Spring 2015	14	4.82
CMGT 701: Construction Planning & Scheduling	Fall 2014	8	4.88

## DEVELOPMENT OF TEACHING SKILLS

Activities, workshops, and training attended with the purpose of improving teaching skills:

- Design-Build Institute of America (2019). *Certification Workshop*, June 4-6, 2019 in Boston, MA.  
Core course topics included:
  - Principles of Design-Build Delivery & Procurement
  - Post Award: Executing the Delivery of Design-Build Projects
  - Contracts & Risk Management
- Building a Stronger Curriculum with Kiewit (2018). *Plan Reading, Work Planning, and Safety*. June 12-14, 2018 in Omaha, Nebraska.
- Building a Stronger Curriculum with Kiewit (2017). *Project Cost Controls and MEP Craft Labor*. June 12-14, 2017 in Aurora, Colorado
- Building a Stronger Curriculum with Kiewit (2016). *Scheduling and Estimating*. June 27-29, 2016 in Solomons, Maryland.

## MENTORING & STUDENT SUPERVISION

### SUMMARY OF MENTORING

Ph.D. Students Chaired or Co-Chaired (Current):	<b>3</b>
M.S. Students Graduated as Chair (Thesis):	<b>5</b>
M.S. Students Currently Supervised as Chair (Thesis):	<b>1</b>
M.S. Students Graduated as Chair (Project/Non-Thesis):	<b>4</b>
Undergraduate Students as Chair (Research):	<b>2</b>
Undergraduate Students Advised (Non-Research Academic Advising):	<b>56</b>

### PHD SUPERVISIONS CHAIRED & CO-CHAIRED

- [1] Shalwani, Amirali – PhD (Chair)  
 Anticipated Completion: Spring 2020 (Fall 2017 – Present)  
 Topic: Assessment of Project Control Actions of Construction Teams within Public Sector Facilities Management Programs
- [2] Nguyen, Phuong – PhD (co-Chair: Dan Tran)  
 Anticipated Completion: Spring 2020 (Fall 2016 – Present)  
 Topic: Implementation of Fuzzy Set Theory to Cluster and Recognize Cost Performance Patterns of Transportation Projects to Support Selection of Project Delivery Methods
- [3] Maali, Omar – PhD (Chair)  
 Anticipated Completion: Spring 2022 (Fall 2019 – Present)  
 Topic: Application of Organizational Change Models for Technology Adoption in the Design and Construction Industry

### MS SUPERVISIONS CHAIRED – THESIS OPTION

#### ***Completed***

1. Maali, Omar	<b><i>Semester Completed</i></b> 2019 Summer
2. Kakarapalli, Raghu Sai Venkata	2019 Spring
3. Kumar Reddy, Prashanth	2017 Summer
4. Shalwani, Amirali	2017 Summer
5. Vachhani, Anandkumar	2016 Summer

#### ***In-Progress***

- Cheah, Elaine

#### ***Started***

- 2019 Spring (expected graduation: 2020 Summer)

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

<b>Completed</b>	<b>Semester Completed</b>
1. Kane, Maggee	2016 Fall
2. Alsinan, Rinad	2016 Summer
3. Kommalapati, Sai Sudhakar	2015 Spring
4. Miao, Feng	2015 Spring

## UNDERGRADUATE MENTORSHIP

### **Undergraduate Research**

1. Reed Abbott – Fall 2016 to Present (Self Engineering Leadership Fellows Program)
2. Elaine Cheah – Fall 2016 to Fall 2018

### **Architectural Engineering Undergraduate Academic Advisees**

Saleh Alsaqabi, Sarah Alshammari, Rinad Alsinan, Laura Kate Assenmacher, Rama Bakir, Matthew T Blessant, Dakota Boyd, Jessica L Budy, Rachel Butz, Ethan Chapman, Casey G Chura, Jordan R Cook, Cameron R Crosby, Juan M Cuellar, Markus Depriest, Lindsay S Doublet, Colin J Flanagan, Kristan Ann Foley, Gregory G Garvey, Jessica Gjerde, Matthew Gredys, Ellen Griswold, Alex Haas, Alex Hart, Maggee Kane, Andrew Kimeu, Katherine League, Maggie Maloney, Joban Mendpara, Dalton Mispagel, Dylan Monzyk, Curtis Nate Nelson, Patrick Nieto, Davis Olson, Olivia O'Quinn, Turner Palmer, Reid Polling, Sahan Pulsuluri, Riley Sadorf, Sara Sammur, Ana Santillan, Nicole Schwarz, Daniel Schwin, Bicheng Si, Heather Silveira, Sydney Smith, April Strickenfinger, Zachary Sullivan, Gyasi Talib, Cory Thomason, Alexandra Trees, Brent Weinlood, Marietta Wiberg, Parker Williamson.

## OTHER GRADUATE COMMITTEE SERVICE

<b>PhD Committee Member</b>	<b>Semester Completed</b>
1. Al-Smadi, Adi	In Progress
2. Mohammed, Mamdouh	In Progress
3. Bypaneni, Sai Pavan Kumar	2017 Fall
4. Eilers, Heather	2015 Spring

<b>MS Committee Member (Thesis)</b>	<b>Semester Completed</b>
1. Mathew, Sharon	2018 Spring
2. Upare, Anushree Gajanan Upare	2017 Summer
3. Farooq, Muhammad Shumail	2017 Spring
4. Kolli, Barath	2015 Spring
5. Lampe, Cameron	2015 Spring

<b>MS Committee Member (Applied Project)</b>	<b>Semester Completed</b>
1. Bajwa, Amandeep	2018 Fall
2. Pari, Saravanan	2017 Fall
3. Gustafson, Derek	2017 Summer
4. McClain, Allison	2015 Spring
5. O'Dell, Jay	2015 Spring
6. Brenner, Taylor	2014 Fall
7. Fraught, Allen	2014 Fall

## PUBLICATIONS

### SUMMARY OF PUBLICATIONS

Total Refereed Journal Papers (Published, In Press, and/or Accepted):	<b>19</b>
Total Refereed Conference Papers (Published and/or Accepted):	<b>32</b>
Technical Reports & Other Publications (Non-Refereed):	<b>4</b>
Instances of Journal Article co-Authorships with PhD/MS Students Chaired by Prof. Lines:	<b>6</b>
Instances of Conference Paper co-Authorships with PhD/MS Students Chaired by Prof. Lines:	<b>17</b>

### LEGEND:

**Bold & Underlined** = KU PhD Student (Chaired/co-Chaired by Prof. Lines)

**Bold** = KU Master's Student (Chaired/co-Chaired by Prof. Lines)

Asterisk\* = indicates corresponding author

(+) = Equal Contributions (if not equal, % of participation)

### JOURNAL PAPERS

#### *Published or Accepted*

[J19] **Nguyen\*, P.**, Tran, D., & Lines, B. C. (Accepted, In-Press). "Fuzzy Set Theory Approach to Classify Highway Project Characteristics for Delivery Selection." *ASCE Journal of Construction Engineering and Management*, 145(6), DOI: 10.1061/(ASCE)CO.1943-7862.0001829 (Nguyen 50%, Tran 30%, Lines 20%)

Co-Chair supervising the PhD student in data analysis and manuscript preparation.

[J18] **Shalwani\*, A.**, Lines, B. C., & Smithwick, J. B. (2019). "Differentiation of Evaluation Criteria in Design-Build and Construction Manager at Risk Procurements." *ASCE Journal of Management in Engineering*, 35(5), DOI: DOI: 10.1061/(ASCE)ME.1943-5479.0000707 (Refereed) (Shalwani 50%, Lines 40%, Smithwick 10%)

Responsible for idea creation, supervised PhD student in data collection, analysis, and writing.

➤ **Honor:** selected to be featured in the Editor's Choice section of the *Journal of Management in Engineering* homepage in the ASCE Library (September 2019)

[J17] Lines\*, B. C., & **Shalwani, A. S.** (2019). "Procurement of Architecture and Engineering Services: Influence of Cost on Selection Outcomes and Evaluation Criteria that Best Differentiate Consultant Expertise." *ASCE Journal of Architectural Engineering*, 25(1).

DOI: [https://doi.org/10.1061/\(ASCE\)AE.1943-5568.0000344](https://doi.org/10.1061/(ASCE)AE.1943-5568.0000344) (Refereed) (+)

Responsible for idea creation, supervised MS Student in data collection/analysis and publication.

- [J16] **Nguyen\*, P.**, Lines, B. C., & Tran, D. (2018). "Best-Value Procurement in Design-Bid-Build Construction Projects: Empirical Analysis of Selection Outcomes." *ASCE Journal of Construction Engineering and Management*, 144(10). DOI:10.1061/(ASCE)CO.1943-7862.0001550 (Refereed) (+) Responsible for idea creation, supervised PhD student in data collection, analysis, and writing.
- **Honor:** recognized by ASCE as being one of the top downloaded articles in Construction Engineering from ASCE Publications in 2018 (October 2018).
  - **Honor:** selected to be featured in the ASCE Smartbrief and shared across ASCE eNews to all members (October 18, 2018)
- [J15] Lines\*, B. C., & Smithwick, J. B. (2018). "Best Practices for Organizational Change Management within Electrical Contractors." *Associated Schools of Construction (ASC) International Journal of Construction Education and Research*. DOI:10.1080/15578771.2018.1479723 (Refereed) (Lines 60%, Smithwick 40%)  
Responsible for idea generation, research proposal, data analysis, and manuscript preparation.
- [J14] Lines\*, B. C., & **Ravi Kumar, G. G.** (2018). "Developing More Competitive Proposals: Relationship between Contractor Qualifications-Based Proposal Content and Owner Evaluation Scores." *ASCE Journal of Construction Engineering and Management*, 144(5). DOI:[https://doi.org/10.1061/\(ASCE\)CO.1943-7862.0001479](https://doi.org/10.1061/(ASCE)CO.1943-7862.0001479) (Refereed) (+) Responsible for idea generation and hypothesis generation. Advised MS student in data analysis. Prepared the first draft manuscript from student MS Thesis.
- [J13] Shirey, W. T., Sullivan, K. T., Lines, B., & 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), 9-18. DOI:<https://doi.org/10.22361/jfmer/78724> (Refereed) (Shirey 45%, Sullivan 45%, Lines 5%, Smithwick 5%)  
Responsible for manuscript review and assisted in MS student advising.
- [J12] Lines\*, B. C., & **Kumar Reddy, P.** (2017). "Drivers of Organizational Change within the AEC Industry: Linking Change Management Practices with Successful Change Adoption." *ASCE Journal of Management in Engineering*, 33(6). doi:10.1061/(ASCE)ME.1943-5479.0000548 (Refereed) (+) Responsible for idea generation and hypothesis development. Advised MS student in data analysis. Responsible for review/revision of final manuscript.
- [J11] Perrenoud\*, A., Lines, B. C., Savicky, J., & Sullivan, K. (2017). "Using Best Value Procurement to Measure the Impact of Initial Risk Management Capability to Qualitative Construction Performance." *ASCE Journal of Management in Engineering*, 33(5). DOI:10.1061/(ASCE)ME.1943-5479.0000535 (Refereed) (Perrenoud 40%, Lines 10%, Savicky 10%, Sullivan 40%)  
Contributed to research design, manuscript preparation, and revision process.
- [J10] Lines\*, B. C., Perrenoud, A. J., Sullivan, K. T., Kashiwagi, D. T., & Pesek, A. (2017). "Implementing Project Delivery Process Improvements: Identification of Resistance Types and Frequencies." *ASCE Journal of Management in Engineering*. DOI:10.1061/(ASCE)ME.1943-5479.0000480, 04016031 (Refereed) (Lines 45%, Perrenoud 5%, Sullivan 40%, Kashiwagi 1%, Pesek 4%)  
Responsible for research design, data analysis, and completion of the manuscript.

- [J9] Lines\*, B. C., Sullivan, K. T., & Wiezel, A. (2016). "Support for Organizational Change: Change Readiness Outcomes among AEC Project Teams." *ASCE Journal of Construction Engineering and Management*, 142(2). DOI:10.1061/(ASCE)CO.1943-7862.0001043, 04015062 (Refereed) (Lines 45%, Sullivan 45%, Wiezel 10%)  
Responsible for research design, data analysis, and completion of the manuscript.
- [J8] Lines\*, B. C., Sullivan, K. T., Smithwick, J. B., & Mischung, J. (2015). "Overcoming Resistance to Change in Engineering and Construction: Change Management Factors for Owner Organizations." *International Journal of Project Management*, 33(5), 1170-1179.  
DOI:10.1016/j.ijproman.2015.01.008 (Refereed) (Lines 45%, Sullivan 45%, Smithwick 5%, Mischung 5%)  
Responsible for research design, data analysis, and completion of the manuscript.
- [J7] Lines\*, B., Perrenoud, A., Sullivan, K., & Smithwick, J. (2014). "Implementing New Project Delivery Strategies: Development of a Web-Based Multimedia Tool to Support Owner Project Team Training." *Associated Schools of Construction (ASC) International Journal of Construction Education and Research*, 11(2), 1-21. DOI:10.1080/15578771.2014.930541 (Refereed) (Lines 45%, Perrenoud 5%, Sullivan 45%, Smithwick 5%)  
Responsible for research design, data analysis, and completion of the manuscript.
- [J6] Lines\*, B. C., Sullivan, K. T., Hurtado, K. C., & Savicky, J. (2014). "Planning in Construction: Longitudinal Study of Pre-Contract Planning Model Demonstrates Reduction in Project Cost and Schedule Growth." *Associated Schools of Construction (ASC) International Journal of Construction Education and Research*, 11(1), 21-39. DOI:10.1080/15578771.2013.872733 (Refereed) (+)  
All authors contributed equally to idea generation and research design. Responsible for data analysis and completion of the manuscript.
- [J5] Perrenoud\*, A. J., Lines, B. C., & Sullivan, K. T. (2014). "Measuring Risk Management Performance within a Capital Program." *Journal of Facilities Management*, 12(2), 158-171.  
DOI:http://dx.doi.org/10.1108/JFM-03-2013-0018 (Refereed) (Perrenoud 45%, Lines 10%, Sullivan 45%)  
Participated in idea generation and research design. Contributed revisions to the original manuscript
- [J4] Lines\*, B. C., Perrenoud, A. J., & Sullivan, K. T. (2013). "Optimizing Cost and Schedule Performance through Best Value Project Delivery: Application within a Design-Build Project." *Journal for the Advancement of Performance Information & Value, CIB Encouraged Journal*, 5(1), 27-40. DOI: <http://cibw117.com/journal/index.php/performance-info-and-value/article/view/111> (Refereed) (+)  
Responsible for research design, data analysis, and completion of the manuscript.
- [J3] Lines\*, B. C., Sullivan, K. T., & Stone, B. (2013). "Organizational Implementation of Best Value Project Delivery: Impact of Value-Based Procurement, Preplanning, and Risk Management." *Journal for the Advancement of Performance Information & Value, CIB Encouraged Journal*, 5(1), 1-19.  
<http://cibw117.com/journal/index.php/performance-info-and-value/article/view/109> (Refereed) (Lines 40%, Sullivan 40%, Stone 40%)  
Responsible for research design, data analysis, and completion of the manuscript.



[J2] Sullivan\*, K. T., & Lines, B. C. (2012). "Project Management Strategies to Maximize Performance in Exploratory Research: Case Study in Solar Thermal Energy Storage Technology Development." *ASCE Leadership and Management in Engineering*, 12(2), 71-80. DOI:10.1061/(ASCE)LM.1943-5630.0000167 (Refereed) (+)

Responsible for research design, field work, data analysis, and completion of the manuscript.

[J1] Sullivan\*, K. T., Georgoulis, S. W., & Lines, B. C. (2010). "Empirical Study of the Current United States Facilities Management Profession." *Journal of Facilities Management*, 8(2), 91-103. <http://www.emeraldinsight.com/doi/abs/10.1108/14725961011041143> (Refereed) (+)

Responsible for preparation of first draft of the manuscript.

### *Under Review*

**Nguyen\*, P.H.D.**, Tran, D., & Lines, B. C. (In Revision). "An Empirical Inference System for Highway Project Delivery Selection Using Fuzzy Pattern Recognition" *ASCE Journal of Construction Engineering and Management*.

Aldossari\*, K., Sullivan, K.T., Hurtado, K.C., Lines, B.C, & Smithwick J.B. (Under Review). "Employee Reactions to Adoption of Alternative Project Delivery Methods within the AEC Industry." *ASCE Journal of Management in Engineering*.

**Shalwani\*, A.S.** & Lines, B.C. (Under Review). "An Empirical Analysis of the Causes of Cost and Schedule Growth for Small Building Construction Projects." *ASC International Journal of Construction Education and Research*.

Aldossari\*, K., Sullivan, K.T., Hurtado, K.C., Lines, B.C, & Smithwick J.B. (Under Review). "Best Practices of Organizational Change for Adopting Alternative Project Delivery Methods in the AEC Industry." *Emerald Engineering, Construction and Architectural Management*.

**Maali\*, O.**, Lines, B., Smithwick, J., Hurtado, K., and Sullivan, K. (Under Review). "Change Management Practices for Adopting New Technologies in the Design and Construction Industry." *Information Technology in Construction (ITcon)*.

Lines, B.C., **Kakarapalli, R.**, and **Nguyen\*, P.H.D.** (Under Review). "Does Best Value Procurement Cost More? A Total Project Cost Perspective" *ASC International Journal of Construction Education and Research*.

### **Summary of Journals**

#### *American Society of Civil Engineers (ASCE) Journal of Construction Engineering and Management (JCEM)*

Journal Impact Factor: 2.201 (2017, *Journal Citation Reports*)

5 Year Impact Factor: 2.596 (2017, *Journal Citation Reports*)

Summary: a leading journal for construction research & one of the most recognized in the field. Receives nearly 1,000 manuscript each year with an acceptance rate of 14%.

#### *American Society of Civil Engineers (ASCE) Journal of Management in Engineering (JME)*

Journal Impact Factor: 2.282 (2017, *Journal Citation Reports*)

5 Year Impact Factor: 2.864 (2017, *Journal Citation Reports*)

Summary: a leading journal for management research in engineering and the built environment. In 2018, JME was ranked in Quartile 1 in Civil Engineering and had an acceptance rate of 18%.

#### *International Journal of Project Management (IJPM)*

Journal Impact Factor: 4.328 (2017, *Journal Citation Reports*)

5 Year Impact Factor: 5.070 (2017, *Journal Citation Reports*)

Summary: IJPM is the most recognized journal for project management and organization studies

#### *International Journal of Construction Education and Research (IJCER)*

Impact Factor: NA

Summary: IJCER is the official journal of the Associated Schools of Construction (ASC), a leading group of Construction Management academic programs, and is one of the most recognized journals in construction management. Acceptance rates range from 22% to 35% per year.

#### *Journal of Facilities Management*

Impact Factor: NA

Summary: An Emerald Publishing journal, one of only three journals in facilities management research, and likely the most recognized journal in facilities research and application.

#### *Journal of Facility Management Education and Research*

Impact Factor: NA (New Journal)

Summary: JFMER is the first sponsored academic journal of the International Facility Management Association (IFMA). It is also the journal I have assisted in the creation of and currently serve as Associate Editor.

#### *American Society of Civil Engineers (ASCE) Journal of Architectural Engineering*

Impact Factor: N/A

Summary: One of two journals sponsored by ASCE's Architectural Engineering Institute (AEI), the journal is a multidisciplinary forum for all aspects of building engineering.

#### *American Society of Civil Engineers (ASCE) Leadership and Management in Engineering*

Impact Factor: 0.39 (2015, *RG Journal Impact*)

Summary: ASCE journal in leadership and management that has since ended new content

#### *Journal for the Advancement of Performance Information and Value (JAPIV)*

Impact Factor: NA (however, is a CIB Encouraged Journal)

Summary: The International Council for Research and Innovation in Building and Construction (CIB) is a leading worldwide organization in construction research. JAPIV is a CIB Encouraged Journal, which recognizes the journal for high quality & relevance over several years.

## REFEREED CONFERENCE PAPERS

- [C32] **Shalwani, A.**, Lines, B., Smithwick, J., Dodd, J., & Kasana, D. (2020). "An Empirical Analysis of Sources of Cost and Schedule Growth for Facilities Projects." In *Proceedings, ASCE Construction Research Congress*. Tempe, AZ. (Refereed) (Shalwani 45%, Lines 25%, Smithwick 20%, Dodd 5%, Kasana 5%)
- [C31] **Nguyen, P.H.D.**, Tran, D., & Lines, B.C. (2020). "Identifying Common Groups of Highway Projects Using Fuzzy Cluster Analysis." In *Proceedings, ASCE Construction Research Congress*. Tempe, AZ. (Refereed) (Nguyen 50%, Tran, 25%, Lines 25%)
- [C30] Dodd, J., Kasana, D., Smithwick, J., **Shalwani, A.**, & Lines, B. (2020). "A Comparative Case Study to Evaluate the Impact of the Formal Pre-planning Phase on Risk Management Efforts by Contractor's Team." In *Proceedings, ASCE Construction Research Congress*. Tempe, AZ. (Refereed) (Dodd 30%, Kasana 30%, Smithwick 30%, Shalwani 5%, Lines 5%)
- [C29] 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. (Refereed) (Delvinne 30%, Hurtado 30%, Smithwick 5%, Lines 5%, Sullivan 20%)
- [C28] **Nguyen, P.H.D.**, Tran, D., & Lines, B. C. (2020). "Exploring the Adaption of Lean Principles to Highway Construction." In *Proceedings, ASCE Construction Research Congress*. Tempe, AZ. (Refereed) (Nguyen 70%, Tran 15%, Lines 15%)
- [C27] **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. (Refereed) (Cheah 20%, Lines 20%, Smithwick 20%, Hurtado, 20%, Sullivan 20%)
- [C26] **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. (Refereed) (Maali 40%, Lines 30%, Smithwick 10%, Hurtado 10%, Sullivan 10%)
- [C25] **Nguyen, P.H.D.**, Tran, D., & Lines, B.C. (2019). "Implementation of Fuzzy Cluster Analysis to Partition Cost Performance into Typical Groups Based Upon Project Characteristics." In *Proceedings, Associated Schools of Construction (ASC) 55th Annual International Conference* (pp. 661-617). Denver, CO. (Refereed) (Nguyen 50%, Tran 25%, Lines 25%)
- [C24] Saseendran, A., Delvinne, H., Sullivan, K., **Shalwani, A.S.**, & Lines, B.C. (2019). "Transforming Student Groups into Effective Teams: Utilizing Human Dimensions to Maximize Student Success." In *Proceedings, Associated Schools of Construction (ASC) 55th Annual International Conference* (pp. 323-330). Denver, CO. (Refereed) (Saseendran 30%, Delvinne 20%, Sullivan 30%, Lines 10%, Shalwani 10%)

- [C23] **Shalwani, A.S.**, Lines, B.C., Delvinne, H., Saseedran, A., & Sullivan, K.T. (2019). "Team Structuring Based on Personality and Emotionality Traits for Better Project Performance." In *Proceedings, Associated Schools of Construction (ASC) 55th Annual International Conference* (pp. 316-322). Denver, CO. (Refereed) (Shalwani 20%, Lines 20%, Delvinne 20%, Saseedran 20%, Sullivan 20%)
- [C22] **Shalwani, A.S.**, Lines, B. C., Kasana, D. V., Dodd, J., & Smithwick, J. B. (2019). "Effect of Risk Prolongation on Cost and Schedule of a Project." In *Proceedings, Associated Schools of Construction (ASC) 55th Annual International Conference* (pp. 571-577). Denver, CO. (Refereed) (Shalwani 45%, Lines 40%, Kasana 5%, Dodd 5%, Smithwick 5%)
- [C21] 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. (Refereed) (+)
- [C20] Lines, B. C., **Vachhanni, A.**, & Perrenoud, A. (2018). "Risk Distribution in the Construction Phase: Timing, Cost Impact, and Root-Cause Sources of Individual Risk Factors." In *Proceedings, Associated Schools of Construction 54th International Annual* (pp. 634-641). Minneapolis, MN. (Refereed) (+)
- [C19] Lines, B., & **Kakarapalli, V.S.R.** (2018). "Total Project Cost of Best-Value Procurement: Linking Bid Prices with Project Closeout Performance. In *Proceedings, American Society of Civil Engineers (ASCE) Construction Research Congress* (pp. 64-73). New Orleans, LA. (Refereed) (+)
- [C18] Lines, B., **Shalwani, A.**, & Smithwick, J. (2018). "Effectiveness of Qualifications-Based Selection Criteria in Design-Build and Construction Manager at Risk Procurements: An Empirical Analysis." In *Proceedings, American Society of Civil Engineers (ASCE) Construction Research Congress* (pp. 137-147). New Orleans, LA. (Refereed) (Lines 45%, Shalwani 45%, Smithwick 10%)
- [C17] **Nguyen, P.**, Lines, B., & Tran, D. (2018). "Best-Value Procurement in Design-Bid-Build Construction Projects: Empirical Analysis of Selection Outcomes." In *Proceedings, American Society of Civil Engineers (ASCE) Construction Research Congress* (pp. 126-136). New Orleans, LA. (Refereed) (+)
- [C16] Perrenoud, A., Alnassar, J., Lines, B., & Bigelow, B. (2018). "A Review of the Barriers to Implementing Project Risk Management and a Study of Their Impact on Electrical Contractors' Risk Maturity Levels." In *Proceedings, ASCE Construction Research Congress* (pp. 272-281). New Orleans, LA. (Refereed) (Perrenoud 35%, Alnassar 30%, Bigelow 30%, Lines 5%)
- [C15] **Shalwani, A.S.**, Lines, B.C., Smithwick, J.B., Hurtado, K.C., & 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 International Annual Conference* (pp. 273-280). Minneapolis, MN. (Refereed) (+)
- [C14] Lines, B.C., & **Shalwani, A.S.** (2017). "Best Value Procurement of Architectural and Engineering Services: Selection Characteristics and the Relative Influence of Various Evaluation Criteria." In *Proceedings, Architectural Engineering Institute (AEI) Conference 2017* (pp. 794-805). Oklahoma City, OK. (Refereed) (+)

- [C13] 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* (pp. 817-824). Oklahoma City, OK. (Refereed) (Lines 45%, Sullivan 45%, Perrenoud 10%)
- [C12] 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* (pp. 445-452). Seattle, WA. (Refereed) (Smithwick 45%, Lines 5%, Sawyer 5%, Sullivan 45%)
- [C11] Gajjar, D., Kashiwagi, D.T., Sullivan, K.T., & Lines, B.C. (2016). "Use of a Warranty Tracking Program to Identify and Resolve Performance Risks." In *Proceedings, American Society of Civil Engineers (ASCE) Construction Research Congress* (pp. 2171-2176). San Juan, Puerto Rico. (Refereed) (Gajjar 40%, Kashiwagi 20%, Sullivan 30%, Lines 10%)
- [C10] Lines, B.C., & Miao, F. (2016). "Writing More Competitive Proposals: Content Analysis of Selected (and Unselected) Construction Contractor Technical Proposals." In *Proceedings, American Society of Civil Engineers (ASCE) Construction Research Congress* (pp. 457-466). San Juan, Puerto Rico: ASCE. (Refereed) (+)
- [C9] Hurtado, K., Lines, B.C., & Sullivan, K.T. (2015). "Construction Performance Mapping Model for Outsourcing Organizations." In *Proceedings, Associated Schools of Construction 51st Annual International Conference*. College Station, TX. (Refereed) (Hurtado 45%, Lines 10%, Sullivan 45%)
- [C8] Smithwick, J.B., Lines, B.C., & Sullivan, K.T. (2015). "Minimizing Construction Project Schedule Delays through Risk Management and Performance Information." In *Proceedings, Associated Schools of Construction 51st Annual International Conference*. College Station, TX. (Refereed) (Smithwick 45%, Lines 10%, Sullivan 45%)
- [C7] Sawyer, J., Lines, B., Sullivan, K., & Kashiwagi, D. (2015). "Qualifications Based Selection of Construction Services: Evaluation Criteria that Best Differentiate Contractor Qualifications." In *Proceedings, Associated Schools of Construction 51st Annual International Conference*. College Station, TX. (Refereed) (+)
- [C6] Lines, B.C., Sullivan, K.T., and Smithwick, J. (2014). "An Action Research Approach to Implementation of APDMs within AEC Owner Organizations: Overcoming Resistance through Education." In *Proceedings of the American Society of Civil Engineers (ASCE) Construction Research Congress*. Atlanta, GA, USA, May 19-21 (pp. 2084-2095). (Refereed) (+)
- [C5] Lines, B.C., & Sullivan, K.T. (2013). "Barriers to Implementing New AEC Project Delivery Methods within Owner Organizations: Development of a Training Tool." In *Proceedings of the 49th Annual International Associated Schools of Construction International*, San Luis Obispo, California, April 9-13. (Refereed) (+)
- [C4] Ferrin, P., Lines, B.C., Sullivan, K.T., & Kashiwagi, D.T. (2012). "Framework for Managing Outsourcing- A Large Scale Services Contract Case Study." In *Proceedings of COBRA RICS Construction and Property Conference*, Las Vegas, Nevada, September 11-14, 2012 (pp. 1421-1428). (Refereed)

- [C3] Sullivan, K. T., Lines, B.C., Stone, B., Stewart, B., & Warren, H. (2012). "Change Management Principles: Best Value Implementation Case Study." In *Proceedings of RICS COBRA Building, Property, and Real Estate Conference*, Las Vegas, Nevada, USA, September 11-14, 2012 (pp. 1103-1111). (Refereed) (+)
- [C2] Sullivan, K.T., Lines, B.C., Stone, B., Stewart, B., & Warren, H. (2012). "Impact of Preplanning on Construction Project Success: Pre-Contract Planning Case Study." In *Proceedings of RICS COBRA Building, Property, and Real Estate Conference*, Las Vegas, Nevada, USA, September 11-14, 2012 (pp. 1429-1437). (Refereed) (+)
- [C1] Sullivan, K.T., Kashiwagi, D.T., & Lines, B.C. (2011). "Organizational Change Models: A Critical Review of Change Management Processes." In *Proceedings of COBRA RICS Construction and Property Conference*, Salford, UK, September 12-13, 2011 (pp. 256-266). (Refereed) (+)

## **TECHNICAL REPORTS**

- [TR3] Smithwick, J.B. and Lines, B.C. (2019). "Personality and Aptitude Assessment of Top-Performing Electrical Contractor Project Managers." *National Electrical Contractor's Association's (NECA) ELECTRI International*, Bethesda, Maryland (November 2019).
- [TR2] Lines, B.C. & Smithwick, J.B. (2019). "Tools for the Hiring, Promotion, and Talent Development of Sheet Metal and Mechanical Contractor Personnel." *Sheet Metal and Air Conditioning Contractors' National Association's (SMACNA) New Horizons Foundation (NHF)*, Chantilly, Virginia (June 2019).
- [TR1] Lines, B.C. and Smithwick, J.B., (2018). "Best Practices for Organizational Change Management within Electrical Contractors." *National Electrical Contractor's Association's (NECA) ELECTRI International*, Bethesda, Maryland (January 2018).

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

- [OP1] Hunter, R., Lines, B., & Sawyer, J. (2015) "Change Readiness: Adopting Innovation for the Long Haul." *Engineering News Record (ENR)*, July 2015, Accessible via:  
<http://www.enr.com/articles/9047-change-readiness-adopting-innovation-for-the-long-haul>

## PRESENTATIONS

### SUMMARY OF PRESENTATIONS

Total Peer-Reviewed Conference Presentations (including Chaired grad students):	<b>25</b>
Peer-Reviewed Conference Presentations (including Chaired grad students) at KU:	<b>18</b>
Instances of Student-Delivered Presentations by PhD/MS Students at KU:	<b>9</b>
Invited Presentations – External (since 2014 only):	<b>52</b>
Invited Presentations as Keynote Speaker (since 2014 only):	<b>2</b>

#### LEGEND:

**Bold & Underlined** = KU PhD Student (Chaired/co-Chaired by Prof. Lines)

**Bold** = KU Master’s Student (Chaired/co-Chaired by Prof. Lines)

### PEER-REVIEWED CONFERENCE PRESENTATIONS

#### 2019

1. **Nguyen, P.H.D.**, Tran, D., & Lines, B.C. (2019). “Implementation of Fuzzy Cluster Analysis to Partition Cost Performance into Typical Groups Based Upon Project Characteristics.” *2019 Associated Schools of Construction (ASC) 55th Annual International Conference*, Denver, CO. (Student Presented)
2. Saseendran, A., Delvinne, H.H., Sullivan, K.T., **Shalwani, A.S.**, & Lines, B.C. (2019). “Transforming Student Groups into Effective Teams: Utilizing Human Dimensions to Maximize Student Success.” *2019 Associated Schools of Construction (ASC) 55th Annual International Conference*, Denver, CO. (Student Presented)
3. **Shalwani, A.S.**, Lines, B.C., Delvinne, H., Saseendran, A., & Sullivan, K.T. (2019). “Team Structuring Based on Personality and Emotionality Traits for Better Project Performance.” *2019 Associated Schools of Construction (ASC) 55th Annual International Conference*, Denver, CO. (Student Presented)
4. **Shalwani, A.S.**, Lines, B.C., Kasana, D.V., Dodd, J., & Smithwick, J.B. (2019). “Effect of Risk Prolongation on Cost and Schedule of a Project.” *2019 Associated Schools of Construction (ASC) 55th Annual International Conference*, Denver, CO. (Student Presented)

#### 2018

5. Hurtado, K., Saseendran, A., Sullivan, K.T., Smithwick, J.B., Lines, B.C., & Stone, B. (2018). “Team Assignment Mechanics: Qualifications, Availability, and the Human Element.” *2018 American Society of Civil Engineers (ASCE) Construction Research Congress*, New Orleans, LA. (Student Presented)

6. Lines, B.C., **Vachhanni, A.**, & Perrenoud, A. (2018). "Risk Distribution in the Construction Phase: Timing, Cost Impact, and Root-Cause Sources of Individual Risk Factors." *2018 Associated Schools of Construction (ASC) 54th International Annual Conference*, Minneapolis, MN. (Student Presented)
7. Lines, B.C., & **Kakarapalli, R.** (2018). "Total Project Cost of Best-Value Procurement: Linking Bid Prices with Project Closeout Performance." *2018 American Society of Civil Engineers (ASCE) Construction Research Congress*, New Orleans, LA.
8. Lines, B.C., **Shalwani, A.S.**, & Smithwick J.B.S. (2018). "Effectiveness of Qualifications-Based Selection Criteria in Design-Build and Construction Manager at Risk Procurements: An Empirical Analysis." *2018 American Society of Civil Engineers (ASCE) Construction Research Congress*, New Orleans, LA. (Student Presented)
9. **Nguyen, P.H.**, Lines, B.C., & Tran, D. (2018). "Best-Value Procurement in Design-Bid-Build Construction Projects: Empirical Analysis of Selection Outcomes." *2018 American Society of Civil Engineers (ASCE) Construction Research Congress*, New Orleans, LA. (Student Presented)
10. Perrenoud, A., Alnassar, J., Lines, B.C., & Bigelow, B. (2018). "A Review of the Barriers to Implementing Project Risk Management and a Study of Their Impact on Electrical Contractors' Risk Maturity Levels." *2018 American Society of Civil Engineers (ASCE) Construction Research Congress*, New Orleans, LA. (Student Presented)
11. **Shalwani, A. S.**, Lines, B.C., Smithwick, J.B., Hurtado, K.C., & Sullivan, K.T. (2018). "Relationship of Construction Engineering and Management Student Performance with Personality Traits: HEXACO and Emotional Intelligence." *2018 Associated Schools of Construction (ASC) 54th Annual International Conference*, Minneapolis, MN. (Student Presented)

## 2017

12. Lines, B.C., & **Shalwani, A.S.** (2017). "Best Value Procurement of Architectural and Engineering Services: Selection Characteristics and the Relative Influence of Various Evaluation Criteria." *2017 Architectural Engineering Institute (AEI) Conference*, Oklahoma City, OK. (Student Presented)
13. Lines, B., Sullivan, K., & Perrenoud, A. (2017, April 13). "Facilitating the Adoption of New Project Delivery Practices among AEC Project Teams." *2017 Architectural Engineering Institute (AEI) Conference*, Oklahoma City, OK.
14. Smithwick, J.B., Lines, B.C., Sawyer, J.T., & Sullivan, K.T. (2017, March). "An Analysis of Construction Overhead Expenses during the 'Great Recession'." *2017 Associated Schools of Construction (ASC) 53rd Annual International Conference*, Seattle, WA.

## 2016

15. Gajjar, D., Kashiwagi, D.T., Sullivan, K.T., & Lines, B.C. (2016). "Use of a Warranty Tracking Program to Identify and Resolve Performance Risks." *2016 American Society of Civil Engineers (ASCE) Construction Research Congress*. (Student Presented)



16. Lines, B.C., & Miao, F. (2016, June). "Writing More Competitive Proposals: Content Analysis of Selected (and Unselected) Construction Contractor Technical Proposals." *2016 American Society of Civil Engineers (ASCE) Construction Research Congress*.

#### **2015**

17. Hurtado, K., Lines, B.C., & Sullivan, K.T. (2015, April). "Construction Performance Mapping Model for Outsourcing Organizations." *2015 Associated Schools of Construction (ASC) 51st Annual International Conference*, Texas Station, TX.
18. Smithwick, J.B., Lines, B.C., & Sullivan, K.T. (2015). "Minimizing Construction Project Schedule Delays through Risk Management and Performance Information." *Associated Schools of Construction 51st Annual International Conference*, College Station, TX.
19. Sawyer, J., Lines, B.C., Sullivan, K.T., & Kashiwagi, D.T. (2015). "Qualifications Based Selection of Construction Services: Evaluation Criteria that Best Differentiate Contractor Qualifications." *2015 Associated Schools of Construction (ASC) 51st Annual International Conference*, College Station, TX.

#### **2014**

20. Lines, B.C., & Sullivan, K.T. (2014). "An Action Research Approach to Implementation of APDMs within AEC Owner Organizations: Overcoming Resistance through Education." *2014 American Society of Civil Engineers (ASCE) Construction Research Congress*, Atlanta, GA.

#### **2013**

21. Lines, B.C., & Sullivan, K.T. (2013). "Barriers to Implementing New AEC Project Delivery Methods within Owner Organizations: Development of a Training Tool." *Associated Schools of Construction (ASC) 49th Annual International Conference*.

#### **2012**

22. Ferrin, P., Lines, B.C., Sullivan, K.T., & Kashiwagi, D.T. (2012). "Framework for Managing Outsourcing- A Large Scale Services Contract Case Study." *2012 COBRA RICS Construction and Property Conference*.
23. Sullivan, K.T., Lines, B.C., Stone, B., Stewart, B., & Warren, H. (2012). "Change Management Principles: Best Value Implementation Case Study." *2012 COBRA RICS Construction and Property Conference*, Las Vegas, NV.
24. Sullivan, K.T., Lines, B.C., Stone, B., Stewart, B., & Warren, H. (2012). "Impact of Preplanning on Construction Project Success: Pre-Contract Planning Case Study." *RICS COBRA Building, Property, and Real Estate Conference*, Las Vegas.

#### **2011**

25. Sullivan, K.T., Kashiwagi, D.T., & Lines, B.C. (2011). "Organizational Change Models: A Critical Review of Change Management Processes." *RICS COBRA Building, Property, and Real Estate Conference*, Salford, UK.

## INVITED PRESENTATIONS – EXTERNAL (since 2014 only)

### 2020

1. Lines, B. (2020, February 24). *Organizational Change Management: Strategies to Improve Change Adoption*. KU CEAE Professional Development Series at Black & Veatch, Overland Park, KS (Invited)

### 2019

2. Lines, B. and Sawyer, J. (2019, October 24). *Best Practices for Public-Private Partnerships (P3) and Design-Build-Finance Procurements*. Kansas City Kansas Community College, Kansas City, KS (Invited)
3. Lines, B. (2019, October 11). *High Performing Teams & How to Leverage Them*. American Public Works Association (APWA) Kansas Chapter, Lawrence, KS. (Invited)
4. Lines, B. (2019, July 24). *Center for Procurement Excellence: the Importance of Proliferating Value-Based Procurement as a Business Development Strategy*. Tremco, Inc. Chicago, IL. (Invited)
5. Lines, B. and Gregory, S. (2019, July 23). *Center for Procurement Excellence: the Importance of Proliferating Value-Based Procurement as a Business Development Strategy*. Tremco, Inc. Kansas City, MO. (Invited)
6. Lines, B. and Baker, J. (2019, June 21). *Scope & Requirements: You Can't Outrun Them!* Kansas City Procurement Round Table, Shawnee, KS. (Invited)
7. Lines, B. and Smithwick, J. (2019, June 19). *Change Readiness: Overcoming Barriers to Innovation Adoption in Facility Management*, International Facility Management Association (IFMA), Facility Management Research & Benchmarking Institute (FMRBI), webinar (Invited)
8. Lines, B. (2019, May 17). *Business Development Strategies for Value-Based Request for Proposal Processes*, Parsons Corporation, Pasadena, CA. (Invited)
9. Lines, B. C. (2019, March 14). *Developing a Scope of Work that Attracts Experts: Training & Workshop*. Center for Procurement Excellence (CPE) 2019 Annual Conference, Los Angeles, CA. (Invited)
10. Grier, J., & Lines, B. C. (2019, March 12). *Design-Build: Unique Aspects of Project Execution, GMP Development, and Contingency Management*. Los Angeles Department of Water and Power (LADWP), Los Angeles, CA. (Invited)
11. Smithwick, J. B., & Lines, B. C. (2019, February 27). *Leveraging Human Factor Personality Profiles to Enhance Facility Management Team Performance*. International Facility Management Association (IFMA). (Invited)

**2018**

12. Lines, B.C. (2018, December 5). *Change Readiness: Overcoming Barriers to Organizational Change*. National Contract Management Association (NCMA) Government Contract Management Symposium (GCMS), Arlington, VA. (Invited)
13. Lines, B.C. (2018, November 8). *RFP Workshop: Tips for Project Scoping, RFP/RFQ Development, and Evaluation Procedures*. Kansas City Procurement Round Table, Kansas City, MO. (Invited)
14. Lines, B.C. (2018, August 8). *Responding to RFPs: How to Give the Client What they Want*. Society of Marketing Professional Services (SMPS) Wichita, Wichita, KS. (Invited)
15. Lines, B.C. (2018, May 18). *Becoming a Client of Choice: How to Attract the "A Team" from External Vendors*. Kansas City Procurement Round Table, Kansas City, KS. (Invited)
16. Lines, B.C. (2018, April 17). *Making Evaluations Simple: How to Select the Best Proposal with Confidence*. Institute of Supply Chain Management (ISM) Kansas City Chapter, Kansas City, KS. (Invited)
17. Lines, B.C. (2018, April 12). *RFP Process Training*. Hallmark Cards, Inc., Kansas City, MO. (Invited)
18. Lines, B.C. (2018, March 26). *Partnering for the Real World: Beyond the Traditional Project Kickoff*. CEAE Professional Development Series, Kansas City, KS. (Invited)
19. Lines, B.C. (2018, February 21). *Client of Choice: Attract the "A-Team" from External Vendors*. Association of Energy Service Providers (AESP), New Orleans, LA. (Invited)
20. Lines, B.C. (2018, January 31). *How to Win Work: Preparing a Wining Construction Proposal*. UCI Industrial Construction Services, Wichita, KS. (Invited)
21. Lines, B. (2018, January 18). *Writing an Effective Scope of Work*. Association of Energy Service Professionals (AESP).  
<http://www.aesp.org/events/EventDetails.aspx?id=1043653&hhSearchTerms=%22effective+and+scope+and+work%22>. (Invited)

**2017**

22. Lines, B. (2017, November 16). *Best Value Business Model*. Efficiency Nova Scotia, Dartmouth, NS, Canada. (Invited)
23. Lines, B. (2017, October 26). *Developing an Effective Scope of Work*. Institute for Supply Management (ISM) Kansas City Chapter, Kansas City, MO. (Invited)
24. Lines, B., Sawyer, J., & Sullivan, K. (2017, October 24). *Expertise-Driven and Accelerated Project Delivery*. Simon Fraser University, Vancouver, BC, Canada. (Invited)

25. Lines, B. (2017, October 18). *Becoming a Client of Choice: Attracting the A-Team from External Vendors*. Mid America Council of Public Procurement (MACPP), Kansas City, MO. (Invited)
26. Lines, B. (2017, September 19). *Becoming a Client of Choice: Attracting the A-Team from External Vendors*. Association of Physical Plant Administrators Central and Midwest (CAPPA/MAPPA) Joint Conference, St. Louis, MO. (Invited)
27. Lines, B. (2017, September 19). *Developing an Effective Scope of Work for Operations & Maintenance Contracts*. Association of Physical Plant Administrators Central and Midwest (CAPPA/MAPPA) Joint Conference, St. Louis, MO. (Invited)
28. Lines, B. (2017, September 19). *Client of Choice: Attracting the A-Team from External Vendors*. Institute for Supply Management (ISM) Kansas City Chapter, Kansas City, MO. (Invited)
29. Lines, B., Burger, C., & Sawyer, J. (2017, June 21). *Developing Savvy Owners in Procuring Design & Construction Services*. Procore Technologies Continuing Education Courses. <http://education.procore.com/becoming-a-client-of-choice>. (Invited)
30. Lines, B. (2017, June 7). *Contract Strategies and Statements of Work*. Penn State Facilities Engineering Institute (FEI) Effective Facility Management, State College, PA. (Invited)
31. Lines, B. (2017, June 5). *Developing an Effective Scope of Work for Operations & Service Contracts*. National Association of College Auxiliary Services (NACAS) West Regional Conference. (Invited)
32. Lines, B. (2017, March 31). *Expertise-Driven Project Delivery: Hands-On Workshop for Next Practices in Procurement & Project Management*. University of Kansas, CEAE Department, Lawrence, KS. (Invited)
33. Lines, B. (2017, March 8). *Developing an Effective Scope of Work for O&M Projects*. National Facilities Management and Technology Conference (NFMT), Baltimore, MD. (Invited)
34. Lines, B. (2017, February 6). *Next Practice in Reducing Risk: Client Education*. CEAE Professional Development Series, Kansas City, MO. (Invited)
35. Lines, B., Burger, C., & Sawyer, J. (2017, February 3). **KEYNOTE:** *Developing Savvy Owners in Procuring Design & Construction Services*. Kansas Construction (Kan-Struct) Conference 2017, Wichita, KS. (Invited)

## 2016

36. Lines, B. (2016, October 21). *Technical Specifications for Safety Valve Maintenance Contract across Three Coal Fire Power Plants*. Saskatchewan Power, Regina, SK. (Invited)
37. Lines, B. (2016, October 11). *Developing an Effective Scope of Work for O&M Projects*. Central Association of Physical Plant Administrators (CAPPA) Annual Conference, Little Rock, AR. (Invited)

38. Lines, B., & Sawyer, J. (2016, May 11). *Next Practice to Reduce Risk: Client Education and Helping Your Owner Become a Client of Choice*. Ontario Association of Architects. (Invited)
39. Lines, B. (2016, February 1). *Best Value in Design & Construction*. Professional Development Series. (Invited)
40. Lines, B. (2016, January 20). *Specifications Training Session (1.5 day short course)*. Saskatchewan Power, Regina, SK. (Invited)

## 2015

41. Lines, B. (2015, December 2). *Dalhousie's Best Value Model for Construction*. Construction Association of Nova Scotia (CANS), Halifax, Nova Scotia, Canada. (Invited)
42. Lines, B. (2015, December 1). *Application of Best Value Procurement to Infrastructure Construction*. Transportation and Infrastructure Renewal (TIR), Nova Scotia Provincial Government, Halifax, Nova Scotia, Canada. (Invited)
43. Lines, B. (2015, November 12). *Change Readiness: Overcoming Barriers to Innovation Adoption*. Mechanical Contractors Association of America. (Invited)
44. Lines, B. (2015, October 30). *Best Value Applications in Ancillary Operations*. 20th Annual Canadian Day, National Association of College Auxiliary Services (NACAS), Austin, TX. (Invited)
45. Lines, B. (2015, October 13). *If You Wait, Risk Will Happen: Implementing a Pre-Contract Approach to Risk Management*. 2015 Annual Conference. Central Association of Physical Plant Administrators (CAPP), Manhattan, KS. (Invited)
46. Lines, B. (2015, September 20). *Interactive Project Planning – The Importance of Interactive Project Planning*. Fiatech Leadership Forum, Glendale, AZ. (Invited)
47. Lines, B. (2015, September 20). **KEYNOTE:** *Leadership Kick Off – Introduction to Change Readiness*. Fiatech Leadership Forum, Glendale, AZ. (Invited)
48. Lines, B. (2015, September 20). *Reduction in Owner-Initiated Change Orders – Sources of Change Orders*. Fiatech Leadership Forum, Glendale, AZ. (Invited)
49. Lines, B. (2015, September 15). *Strategic Implementation of the Best Value Business Model*. Northern Alberta Institute of Technology (NAIT), Edmonton, Alberta, Canada. (Invited)
50. Lines, B. (2015, August 12). *Best Value Results for Construction Contractor Procurement*. Construction Association of Nova Scotia (CANS), Halifax, Nova Scotia, Canada. (Invited)
51. Lines, B. (2015, August 11). *Best Value Performance Implications*. Transportation and Infrastructure Renewal (TIR), Nova Scotia Provincial Government, Halifax, Nova Scotia, Canada. (Invited)

52. Lines, B. (2015, July 31). *Change Readiness: Reduction to Practice Planning*. Voice of the Owner. Fiatech. (Invited)
53. Lines, B., Drane, M., & Wagschal, I. (2015, June 15). *Applying the Best Value Model across an Institution*. 72nd Annual Conference, Canadian Association of University Business Officers (CAUBO), Saint John, New Brunswick, Canada. (Invited)
54. Lines, B. (2015, May 19). *Value-Based Project Delivery: Minimize Costs by Leveraging Expertise*. Supply Chain Management Association (SCMA) Saskatchewan, Regina, SK. (Invited)

**2014**

55. Lines, B., & Sawyer, J. (2014, October 26). *Value Based Project Delivery: Minimize Cost by Leveraging Expertise – The Next Practice in Creating Transparency in the Public Sector*. Canadian Public Procurement Council (CPPC) Pre-Forum Seminar, Montreal, QB, Canada. (Invited).

## RESEARCH SUPPORT

### SUMMARY OF RESEARCH GRANTS (as of December 1<sup>st</sup>, 2019)

Total Number of External Research Grants awarded at KU:	<b>16</b>
Total Amount of All Awards with Prof. Lines as PI or co-PI:	<b>\$ 766,475</b>
Prof. Lines Percent Recognition in All Awards as PI or co-PI:	<b>\$ 766,475</b>
Number of External Research Grants where Prof. Lines is PI:	<b>15</b>
Total Amount of All Awards in which Prof. Lines is PI:	<b>\$ 766,475</b>

### ANNUAL RESEARCH (as of December 1<sup>st</sup>, 2019 | Tracked by Calendar Year of Award)

Calendar Year	Lines Proposed	Lines Awarded	Lines Expenditures
2019	\$205,000	\$95,000	\$219,226*
2018	\$906,250	\$376,250	\$168,015
2017	\$89,425	\$89,425	\$111,019
2016	\$332,000	\$177,000	\$67,065
2015	\$592,800	\$28,800	\$4,559
<b>TOTAL:</b>	<b>\$2,125,475</b>	<b>\$766,475</b>	<b>\$569,884</b>

\*includes forecasted expenditures for month of Dec 2019

### LIST OF RESEARCH GRANTS (as of December 1<sup>st</sup>, 2019 | Tracked by Calendar Year of Award)

#### External Funding – Funded Proposals

[16]Lines, B. (PI).

Title: Implementation of New Information Technology (IT), consisting of five sub-tasks:

- White Papers for IT Project Delivery
- White Papers for IT Statement of Work Development
- White Papers for Technology Organizational Change Management (OCM)
- Current State of IT Request for Proposal (RFP) Practices
- Procurement Case Studies for Software Implementation

Sponsor: Simplar Foundation

Approved Funding: \$95,000

Term: Jan 1, 2020 – Sept 30, 2020 | Current Status: Funded

(Refereed / Nationally Competitive)

[15] Lines, B. (PI).

Title: Alternate Partnering Practices for City Capital Projects.  
Sponsor: City of Lawrence, KS  
Approved Funding: \$36,750  
Term: April 15, 2018 - July 1, 2020 | Current Status: In Progress  
(Invited Sole Source Contract)

[14] Lines, B. (PI).

Title: Strategic Engagement - Application of Accelerated Procurement Processes  
Sponsor: Seattle City Light  
Approved Funding: \$160,000  
Term: January 15, 2018 - December 1, 2019 | Current Status: In Progress  
(Invited Sole Source Contract)

[13] Lines, B (PI).

Title: Best Practices for the Establishment & Operation of an Internal Project Management Office (PMO).  
Sponsor: Waddell & Reed, Inc.  
Approved Funding: \$160,000  
Term: June 18, 2018 – December 31, 2019 | Current Status: In Progress  
(Invited Sole Source Contract)

[12] Lines, B. (PI).

Title: Customer Satisfaction Measurements that Stand Out from the Competition.  
Sponsor: New Horizons Foundation (NHF) An HVAC and Sheet Metal Industry Initiative  
Approved Funding: \$12,000  
Term: March 12, 2018 - March 11, 2019 | Current Status: In Progress  
(Refereed / Nationally Competitive)

[11] Lines, B. (PI).

Title: Alternative Sourcing Methods for Line Construction.  
Sponsor: Westar Energy  
Approved Funding: \$53,175  
Term: August 1, 2017 - December 31, 2018 | Current Status: Completed  
(Invited Sole Source Contract)

[10] Lines, B. (PI).

Title: Tools for the Hiring, Promotion, and Talent Development of Sheet Metal and Mechanical Contractor Personnel. New Horizons Foundation (NHF) An HVAC and Sheet Metal Industry Initiative  
Approved Funding: \$7,500  
Term: March 12, 2018 - September 9, 2018 | Current Status: Completed  
(Refereed / Nationally Competitive)

[9] Lines, B. (PI).

Title: Alternate Procurement Techniques for Environmental Remediation Project.  
Sponsor: City of Lawrence



Approved Funding: \$16,750  
Term: September 1, 2017 - June 30, 2018 | Current Status: Completed  
(Invited Sole Source Contract)

[8] Lines, B. (PI).

Title: Pilot Project for Capital Project Management Software Integration.  
Sponsor: City of Lawrence  
Approved funding: \$19,500  
Term: June 1, 2017 - June 30, 2018 | Current Status: Completed  
(Invited Sole Source Contract)

[7] Lines, B. C. (PI).

Title: Strategic Engagement - Application of Value-Based Project Delivery (VBPD).  
Sponsor: Seattle City Light  
Approved Funding: \$160,000  
Term: June 4, 2016 - December 3, 2017 | Current Status: Completed  
(Invited Sole Source Contract)

[6] Lines, B. C. (PI).

Title: Best Practices for Early Adoption of Productivity Improvement Programs.  
**Early Career Award**  
Sponsor: ELECTRI International  
Awarded Funding: \$9,000  
Term: September 1, 2016 - August 31, 2017 | Current Status: Completed  
(Refereed / Nationally Competitive)

[5] Lines, B. C. (PI).

Title: Customs Brokerage Services RFP.  
Sponsor: University of Alberta - Supply Management Services Department  
Awarded Funding: \$5,400  
Term: September 1, 2015 - August 31, 2016 | Current Status: Completed  
(Invited Sole Source Contract)

[4] Lines, B. C. (PI).

Title: Waste Hauling RFP.  
Sponsor: University of Alberta - Facilities & Operations Department  
Awarded Amount: \$11,900  
Term: September 1, 2015 - August 31, 2016 | Current Status: Completed  
(Invited Sole Source Contract)

[3] Lines, B. C. (PI).

Title: Implementation of Design & Construction Project Control Systems.  
Sponsor: Dalhousie University - Facilities and Operations Department  
Awarded Funding: \$9,600  
Term: May 6, 2015 - May 5, 2016 | Current Status: Completed  
(Invited Sole Source Contract)

[2] Lines, B. C. (PI), & Hunter, R. (Co-Investigator).

Title: Change Readiness: Overcoming Barriers to Innovation Adoption.  
Sponsor: Mechanical Contractors Association of America (MCAA) \$1,500  
Term: November 12, 2015 | Current Status: Completed  
(Invited Sole Source Contract)

[1] Lines, B. C. (PI).

Title: Value-Based Project Delivery: Minimize Costs by Leveraging Expertise.  
Sponsor: Supply Chain Management Association (SCMA) Saskatchewan  
Awarded Funding: \$1,000  
Term: May 19, 2015 | Current Status: Completed  
(Invited Sole Source Contract)

### **Internal Funding – Funded Proposals**

[1] Lines, B. C. (PI).

Title: Quantification of the cost savings opportunities achieved by best value procurement methods within architecture, design, and construction projects.  
Sponsor: University of Kansas, New Faculty General Research Fund (NFGRF)  
Awarded Funding: \$8,000  
Term: 2016 – 2017 | Current Status: Completed

### **External Proposals Submitted – Not Funded**

[9] Lines, B (co-PI), Migliaccio, G. (co-PI), Smithwick, J. (co-PI), & Sullivan, K. (PI)

Title: Making Targets Matter: Managing Performance to Enhance Decision-Making.  
Transportation Research Board (TRB), National Cooperative Highway Research Program (NCHRP)  
Amount: \$530,000 (KU recognition: \$115,159)  
(2019 - 2020).  
(Refereed/Competitive)

[8] Smithwick, J. (PI), & Lines, B. C. (Co-PI).

Title: Flexible Overhead: An Agile Tool for the Sheet Metal and Air Conditioning Contractor of the Future.  
Sponsor: Sheet Metal and Air Conditioning Contractors Association (SMACNA)  
Amount: \$75,000  
Submitted August 18, 2016.  
(Refereed/Competitive)

[7] Sullivan, K. T. (PI), & Lines, B. C. (Co-PI).

Title: How to Improve Your Hit Rate: The Strategic Method for Contractor Marketing.  
Sponsor: New Horizons Foundation - Sheet Metal and Air Conditioning Contractors' National Association (SMACNA)  
Amount: \$30,000  
Submitted Spring 2016.  
(Refereed/Competitive)

[6] Lines, B. C. (PI), & Sullivan, K. T. (Co-Principal).

Title: Corporate Best Practices for Successful Productivity Improvement Programs.

Sponsor: Construction Industry Institute (CII)  
Amount: \$50,000  
Submitted March 4, 2016.  
(Refereed/Competitive)

- [5] Lines, B. C. (PI).  
Title: Alternative Procurement Methodologies for Design and Construction Projects in the Transportation and Infrastructure Sector.  
Sponsor: Transportation and Infrastructure Renewal - Nova Scotia Government  
Amount: \$140,000,  
Submitted December 2015.  
(Invited Sole Source Contract)
- [4] Sullivan, K. T. (PI), & Lines, B. C. (Co-PI).  
Title: Informed Standards Response to Request for Proposals: Benefits Realization and Benefits Realization Management.  
Sponsor: Project Management Institute  
Amount: \$45,000  
Submitted November 2, 2015.  
(Refereed/Competitive)
- [3] Lines, B. C. (co-PI), Tran, D. (PI), & Darwin, D. (Co-PI).  
Title: Identifying Root Causes of Cost and Schedule Overruns to Optimize Design and Construction.  
Sponsor: Electric Power Research Institute (EPRI)  
Amount: \$329,000  
Submitted July 9, 2015.  
(Refereed/Competitive)
- [2] Lines, B. C. (PI).  
Title: Change Readiness: Facilitating the Adoption of Innovation.  
Sponsor: Construction Industry Institute (CII)  
Amount: N/A (RFQ stage)  
Submitted June 30, 2015 (2015).  
(Refereed/Competitive)
- [1] Lines, B. C. (PI).  
Title: Project Manager Perspectives of Organizational Change: Predictive Indicators of Implementation Success.  
Sponsor: Project Management Institute  
Amount: \$50,000  
Submitted April 25, 2015  
(Refereed/Competitive)

## PROFESSIONAL ACTIVITIES AND SERVICE

### SUMMARY OF PROFESSIONAL ACTIVITIES AND SERVICE

National Committees:	4
Regional Committees:	4
University-Level Committees:	2
School/College-Level Committees:	2
School/Department/Unit-Level Committees:	6
Editorial Board:	2
Peer Reviewer for Journals:	5

### NATIONAL SERVICE

1. Member, ASCE Construction Research Congress (2017-Present)
2. Member, ASCE Construction Institute (CI) Management Practices in Construction (MPIC) Committee (2016-Present)
3. Member, ASCE Architectural Engineering Institute (AEI) Academic Council (2016-Present)

### REGIONAL SERVICE

1. Member, Procurement & Qualifications-Based Selection Subcommittee, American Institute of Architects (AIA) Kansas Chapter, (2019-Present)
2. Member, Government Affairs Committee, American Institute of Architects (AIA) Kansas Chapter, (2019-Present)
3. Judge, Building Excellence Award, Associated General Contractors Association (AGC) of Kansas City (2016-Present)
4. Judge, Garney Construction Scholarship (2016-2017)

### UNIVERSITY SERVICE

1. CEAE Representative, Center for Teaching Excellence (CTE), (2016-Present)
2. Faculty Advisor, Association of Indian Students (2015-2016)

### **SCHOOL/COLLEGE SERVICE**

1. Lecturer, Project Discovery, KU Engineering High School Summer Camp (2015, 2017-Present)
2. Faculty co-Advisor, Engineers Without Borders (2015-2016)

### **DEPARTMENT/UNIT SERVICE**

1. Member, Graduate Program Faculty Group (2019 - Present)
2. Member, Curriculum Committee (2018 - Present)
3. Member, Retention Committee (2017 - Present)
4. Member, ARCE Steering Committee (2015 - Present)
5. Member, Professor Thomas Mulinazzi Family Scholarship (2015 - Present)
6. Faculty co-Advisor, Associated General Contractors (AGC) Student Club (2014 - Present)

### **EDITORIAL BOARD**

1. Associate Editor – Associated Schools of Facility Management (ASFM) International Journal of Facility Management Education & Research (2016-Current)
2. Editorial Board – Associated Schools of Construction (ASC) International Journal of Construction Education and Research (2016-2017)

### **JOURNAL REVIEWER**

1. International Journal of Construction Education and Research
2. International Journal of Facility Management and Research
3. International Journal of Construction Education and Research
4. International Journal of Project Management
5. Journal of Construction in Developing Countries

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

1. Member, American Society of Civil Engineering (ASCE), Construction Institute (CI) (2015-Present)
  2. Member, American Society of Civil Engineering (ASCE), Architectural Engineering Institute (AEI) (2016-Present)
- Member, Associated Schools of Construction (ASC) (2014-Present).

## HONORS AND AWARDS

- 2019 Journal publication [J18] selected to be featured in the Editor's Choice section of the *Journal of Management in Engineering* homepage in the ASCE Library (Sept 2019)
- 2019 Chair's Council Assistant Professor
- 2018 Journal publication [J16] recognized by ASCE as being one of the top downloaded articles in Construction Engineering from ASCE Publications in 2018 (Oct 2018).
- 2018 Journal publication [J16] selected to be featured in the ASCE Smartbrief and shred across ASCE eNews to all members (Oct 18, 2018)
- 2016 Early Career Award (ECA) from ELECTRI International