

# **Kenneth T. Sullivan, PhD**

Assistant Professor  
ARIZONA STATE UNIVERSITY  
Ira A. Fulton Schools of Engineering  
School of Sustainable Engineering & the Built Environment  
Del E. Webb School of Construction

## **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 EXPERIENCE:**

2012-Present Associate Professor  
Del E. Webb School of Construction  
School of Sustainable Engineering and the Built Environment  
Ira A. Fulton School of Engineering  
Arizona State University

2004-2012 Assistant Professor  
Del E. Webb School of Construction  
School of Sustainable Engineering and the Built Environment  
Ira A. Fulton School of Engineering  
Arizona State University

## **PROFESSIONAL EXPERIENCE:**

2008-Present President, The Smysor Group  
Organizational Efficiency Educator and Consultant

2000-Present Industry Consulting  
Claims and Litigation  
Performance Enhancement  
Productivity Impacts

## Change Order Quantification

- 1999                      Laboratory Technician and Field Engineer  
Asphalt Specialties, Inc  
Henderson, CO
- 1998                      Laboratory Technician  
Shears Construction  
Shawnee, OK

## **TEACHING:**

### University Teaching:

- CON 383: Construction Estimating (4 credit hours)
- CON 483: Advanced Building Estimating (3 credit hours)
- ECE 101: Introduction to Engineering Design (3 credit hours)
- CON 501: Research Methods (3 credit hours) – *New Course*
- CON 563: Facility Management Fundamentals (3 credit hours) – *New Course*
- CON 598: Quantitative Analysis (for PhD program) (3 credit hours) – *New Course*
- CON 598: Project Management Methodologies (3 credit hours) – *New Course*
- CON 598/494: FM Operations and Maintenance (3 credit hours) – *New Course*
- CON 598/494: FM Building Energy Management (3 credit hours) – *New Course*
- CON 598/494: FM Facilities Administration (3 credit hours) – *New Course*
- HON 394: Advanced Business Systems (3 credit hours) – *New Course (Honors College)*

### Summary of Teaching Performance:

- Total of 54 unique courses taught (62 total sections)
  - Average of 6.8 Courses Taught Per Year
- Total of 1,335 Students Taught
- Total of 4,485 Student Credit Hours Taught
  - Average of 561 Student Credit Hours Taught Per Year
- Average Instructor Evaluation score of 4.74 / 5.00 (as rated by students)
- Created eight new courses

### Program and Curriculum Development Activities:

- *Developing a New UG degree in Facility Management* - Currently developing and currently working to submit curriculum for approval for a new undergraduate concentration in Facility Management, in conjunction with industry leaders and the Facility Management Forum – Fall 2009-Current
- *Developed a New MS degree Emphasis in Facility Management* - Led the development and implementation of a new MS degree emphasis in Facility Management in partnership with the International Facility Management Association (IFMA) Phoenix Chapter – Fall 2005/Spring 2006
- *Developed a Solar and Renewable Energy Seminar* - Created new seminar series in efficiency design and construction business practices for Solar and Renewable Energy – June 2009
- *Developed a Facility Management Professional Seminar* - Led, facilitated and instructed new facility management seminar and educational classes for computer applications, project management, and other topic areas – 2005-2006

Detailed List of Courses Taught:

*# of Std = Number of Students; SCH = Student Credit Hours*

No	Semester		# of Std	SCH
1	Fall 2004	CON 383 - Construction Estimating ( <b>Redesigned to 4 credits</b> )	33	132
2	Fall 2004	ECE 100 - Intro to Engineering Design	44	132
3	Sprg 2005	CON 383 - Construction Estimating	20	80
4	Sprg 2005	ECE 100 - Intro to Engineering Design	48	144
5	Sum 2005	CON 494 - Graduate Leveling Course	12	36
6	Fall 2005	CON 383 - Construction Estimating	44	176
7	Fall 2005	CON 483 - Advanced Building Estimating ( <b>Redesigned</b> )	37	111
8	Sprg 2006	CON 383 - Construction Estimating	30	120
9	Sprg 2006	CON 483 - Advanced Building Estimating	40	120
10	Sprg 2006	CON 598 - Facility Management Fundamentals ( <b>New Course</b> )	13	39
11	Sprg 2006	CON 598 - Research Methods ( <b>New Course</b> )	17	51
12	Sum 2006	CON 494 - Graduate Leveling Course	7	21
13	Fall 2006	CON 383 - Construction Estimating	34	136
14	Fall 2006	CON 483 - Advanced Building Estimating	34	102
15	Fall 2006	CON 598 - Research Methods	8	24
16	Sprg 2007	CON 383 - Construction Estimating	28	112
17	Sprg 2007	CON 483 - Advanced Building Estimating	40	120
18	Sprg 2007	CON 598 - Research Methods	7	21
19	Sprg 2007	CON 598 - Facility Management Fundamentals	12	36
20	Sum 2007	CON 494 - Graduate Leveling Course	9	27
21	Fall 2007	CON 383 - Construction Estimating	43	172
22	Fall 2007	CON 483 - Advanced Building Estimating	53	159
23	Fall 2007	CON 598 - Research Methods	3	9
24	Sprg 2008	CON 383 - Construction Estimating	28	112
25	Sprg 2008	CON 483 - Advanced Building Estimating	39	117
26	Sprg 2008	CON 598 - Project Management Methodologies I ( <b>New Course</b> )	14	42
27	Sum 2008	CON 598 - Research Methods	16	48
28	Fall 2008	CON 383 - Construction Estimating	29	116
29	Fall 2008	CON 483 - Advanced Building Estimating	39	117
30	Fall 2008	CON 598 - Facility Management Fundamentals	12	36
31	Sprg 2009	CON 383 - Construction Estimating	40	160

32	Sprg 2009	CON 483 - Advanced Building Estimating	31	93
33	Sprg 2009	CON 598 - Project Management Methodologies I	6	18
34	Sum 2009	CON 598 - Research Methods	18	54
35	Fall 2009	CON 383 - Construction Estimating	30	120
36	Fall 2009	CON 483 - Advanced Building Estimating	41	123
37	Fall 2009	CON 563 - Facility Management Fundamentals	9	27
38	Sprg 2010	CON 383 - Construction Estimating	13	52
39	Sprg 2010	CON 483 - Advanced Building Estimating	42	126
40	Sprg 2010	CON 598 - Project Management Methodologies I - Online	2	6
41	Sprg 2010	CON 598 - Project Management Methodologies I	6	18
42	Fall 2010	CON 383 - Construction Estimating	37	148
43	Fall 2010	CON 483 - Advanced Building Estimating	38	114
44	Fall 2010	CON 494 - FM Operations & Maintenance ( <b>New Course</b> )	17	51
45	Fall 2010	CON 598 - FM Operations & Maintenance ( <b>New Course</b> )	15	45
46	Sprg 2011	CON 383 - Construction Estimating	18	72
47	Sprg 2011	CON 483 - Advanced Building Estimating	21	63
48	Sprg 2011	HON 394 – Advanced Business Systems ( <b>New Course-Co-Inst</b> )	10	30
49	Sprg 2011	CON 598 - Project Management Methodologies I - Online	3	9
50	Sprg 2011	CON 598 - Project Management Methodologies I	4	12
51	Sum 2011	CON 598 – Quantitative Analysis ( <b>New Course</b> )	5	15
52	Sum 2011	CON 598 - Research Methods	5	15
53	Sum 2011	CON 598 - Research Methods - Online	2	6
54	Fall 2011	CON 383 - Construction Estimating	18	72
55	Fall 2011	CON 483 - Advanced Building Estimating	33	99
56	Fall 2011	CON 494 - FM Building Energy Management ( <b>New Course</b> )	15	45
57	Fall 2011	CON 598 - FM Building Energy Management ( <b>New Course</b> )	9	27
58	Sprg 2012	CON 383 - Construction Estimating	35	140
59	Sprg 2012	CON 494 – FM Facilities Administration ( <b>New Course</b> )	8	24
60	Sprg 2012	CON 598 – FM Facilities Administration ( <b>New Course</b> )	2	6
61	Sprg 2012	CON 598 - Project Management Methodologies I - Online	6	18
62	Sprg 2012	CON 598 - Project Management Methodologies I	3	9
<b>Totals</b>			<b>1,335</b>	<b>4,485</b>

## PUBLICATIONS

*Note: Names in bold font are student authors/contributors.*

### Refereed Archival Journal Papers:

#### *Accepted for Publication:*

1. Sullivan, K. and **Oates, H.** (2012). “Analysis of Arizona’s LEED for New Construction Population’s Credits.” *ASCE Journal of Construction Engineering and Management*, Accepted December 15, 2011.
2. Sullivan, K. **McDonald, D.**, and **Lines, B.** (2012). “Use of Performance Information for Preventative Maintenance in Facilities Management: A Semiconductor Industry Case Study.” *Journal of Facilities Management*, Accepted June 15, 2012

#### *Published:*

3. **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), pp. 742-750.
4. 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), pp. 71-80.
5. **Barlish, K.** and Sullivan, K. (2012). "How to measure the benefits of BIM – A case study approach." *Automation in Construction*, Vol. 24 (2012), pp. 149-159.
6. 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), pp. 210-219.
7. 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), pp. 248-257
8. 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), pp. 302-309.  
\*\*Winner of the ASCE 2012 Leadership and Management in Engineering – Best Feature Article Award
9. Kashiwagi, D., **Smithwick, J.**, Kashiwagi, J., and Sullivan, K. (2010) "Case Study of a Best Value Manufacturer." *Journal for the Advancement of Performance Information and Value*, Vol. 2 (1), pp. 57-86.
10. 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), pp. 23-32.
11. 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), pp. 13-22.
12. Sullivan, K., **Georgoulis, S.**, and **Lines, B.** (2010). "Empirical Study of the Current Facility Management Profession." *Journal of Facilities Management*, Vol. 8 (2), pp. 91-103.
13. Sullivan, K., **Kashiwagi, J.**, and Kashiwagi, D. (2010). "The Optimizing of Design Delivery Services for Facility Owners." *Journal of Facilities Management*, Vol. 8 (1), pp. 26-46.
14. 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.
15. Sullivan, K. and **Guo, Y.** (2009). "Contractor Cash Flow and Profitability Analysis between Best Value and Low Bid." *Cost Engineering*, Vol. 51 (9), pp. 16-20.

16. **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), pp. 224-245.
17. 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), pp. 121-146.
18. 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), pp. 78-32.
19. 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), pp. 20-34.
20. 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), pp 197-204
21. **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, pp. 99- 107
22. 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, pp. 76 - 87
23. 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), pp 287-296.
24. 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), pp 22-28.
25. 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), pp 59-62.
26. 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), pp 734-739.
27. Hanna, A., Menches, C., Sullivan, K., and Sargant, J. (2005). "Factors Affecting Absenteeism in Electrical Construction." *ASCE Journal of Construction Engineering and Management*, Vol. 131 (11), pp 1212-1218.

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

*Submitted Papers Currently Under Review:*

29. Sullivan, K. and **Stone, B.** (2011). "A Rescue Model for Failing Projects: the Subordinate Expertise Empowerment (SEE) Model." *International Journal of Project Management, Under Review*
30. Sullivan, K. and **Lines, B.** (2012). "Achieving Planned Change: A Review of Change Management Models and Research." *Sage Journal of Management, Under Review*
31. Sullivan, K. and **Michael, J.** (2012). "Project Risk Management in the Construction Industry: Status, Barriers, and Future Research." *ASCE Journal of Construction Engineering and Management, Under Review*
32. Sullivan, K. and **Perrenoud, A.** (2012). "Executive Succession Planning for Construction Contractors: Defined Best Practices." *ASCE Leadership and Management in Engineering, Under Review*

*Papers in Preparation:*

1. Sullivan, K. and **Smithwick, J.** (2012). "Commodity Purchasing: A Value-Based Approach." *Journal of Purchasing and Supply Management, In preparation.*
2. Sullivan, K. and **McDonald, D.** (2012). "Organizational Participation and Development During New Business Process Integration." *ASCE Leadership and Management in Engineering, In preparation.*
3. Sullivan, K. and **Perrenoud, A.** (2012). "Model for Electrical Contractor Executive Succession." *ASCE Journal of Construction Engineering and Management, In preparation.*
4. Sullivan, K. and **Stone, B.** (2012). "Performance Measurement Driven Change: Measuring Organizational Change." *Journal of Business Research, In preparation.*
5. Sullivan, K. and **Stone, B.** (2012). "A New Approach to Organizational Change using Education and Measurement Theory." *Organizational Dynamics, In preparation.*

Refereed Conference Proceedings Papers:

1. Sullivan, K., Kashiwagi, D., **Barlish, K.** (2011). "Impact of Bureaucracy on Project Change – A Framework for Evaluation," *Proceedings of COBRA RICS Construction and Property Conference 2011*, Salford, UK, September 12-13, 2011, pp 245-255.

2. Sullivan, K., Kashiwagi, D., **Lines, B.** (2011).”Organizational Change Models: A Critical Review of Change Management Processes,” *Proceedings of COBRA RICS Construction and Property Conference 2011*, Salford, UK, September 12-13, 2011, pp 256-266.
3. Kashiwagi, D., **Malhotra, N.**, Kashiwagi, J., and Sullivan, K. (2010) “Use of Performance Information to Create Transparency in a Large Government Organization.” *RICS COBRA 2010*, University of Dauphine, Paris, France, paper 1 (September 2-3, 2010).
4. Kashiwagi, D., Kashiwagi, J., and Sullivan, K. (2010) “Obstacles in Becoming a Research Institution in Developing Countries.” *RICS COBRA 2010*, University of Dauphine, Paris, France, paper 2 (September 2-3, 2010).
5. Kashiwagi, D., Sullivan, K., Kashiwagi, J., and Davis-Johnson, M. (2010) “Supply Chain Analysis Impacts Delivery of IT Services: Potential Impact to Construction.” *RICS COBRA 2010*, University of Dauphine, Paris, France, paper 3 (September 2-3, 2010).
6. Kashiwagi, J., Sullivan, K. and Kashiwagi, D. (2010) “The Decision-Less Environment of the Future PM.” *Fifth Scientific Conference on Project Management (PM-05) - Advancing Project Management for the 21st Century, Concepts, Tools & Techniques for Managing Successful Projects*, Heraklion, Crete, Greece, pp. (May 29-31, 2010).
7. Kashiwagi, J., Sullivan, K. and Kashiwagi, D. (2010) “New Contract Model for Project Management.” *Fifth Scientific Conference on Project Management (PM-05) - Advancing Project Management for the 21st Century, Concepts, Tools & Techniques for Managing Successful Projects*, Heraklion, Crete, Greece, pp. (May 29-31, 2010).
8. Kashiwagi, D., Savicky, J., and Sullivan, K. (2010) “Strategic Plan for the Implementation of a New PM Model.” *Fifth Scientific Conference on Project Management (PM-05) - Advancing Project Management for the 21st Century, Concepts, Tools & Techniques for Managing Successful Projects*, Heraklion, Crete, Greece, pp. (May 29-31, 2010).
9. **Child, G.**, Sullivan, K. and Kashiwagi, D. (2010) “Delivering the Design Services and Other Professional Services.” *Fifth Scientific Conference on Project Management (PM-05) - Advancing Project Management for the 21st Century, Concepts, Tools & Techniques for Managing Successful Projects*, Heraklion, Crete, Greece, pp. (May 29-31, 2010).
10. **Child, G.**, Kashiwagi, D., and Sullivan, K (2010). “The Design-Construction Industry Needs to Move to Best Value (a Survey of A/E/C Professionals),” *Proceedings CIB World Congress 2010*, Manchester, UK, May, 2010, Paper 1580.
11. Sullivan, K., **Cowley, L.**, and Kashiwagi, D. (2010). “US Department of Defense Procurement Systems Approaching Best Value,” *Proceedings CIB World Congress 2010*, Manchester, UK, May, 2010, Paper 1579.
12. Kashiwagi, D., Kashiwagi, J., and Sullivan, K. (2010). “A New Project Management Model,” *Proceedings CIB World Congress 2010*, Manchester, UK, May, 2010, Paper 1578.



13. Sullivan, K., **Carey, B., Lines, B.**, and Kashiwagi, D. (2010). "Procurement of Property Management Services in Anthem, AZ (IMT Case Study in Decision Making)," *Proceedings CIB World Congress 2010*, Manchester, UK, May, 2010, Paper 1577.
14. **Yu, A**, Sullivan, K., and Chasey, A., (2010). "Using Key Date Matrix (KDM) to minimize risk in semiconductor facility project," *Proceedings Construction Research Congress 2010*, Banff, CA, May, 2010, pp 1224-1233.
15. Mselle, P., Kashiwagi, D., Sullivan, K. (2009). "Graduate Risk Management Research & Education Program in Botswana." *Fifth International Conference on Construction in the 21st Century (CITC-V) "Collaboration and Integration in Engineering, Management and Technology."* Istanbul, Turkey, Proceedings CD, Paper 134, pp 1089-1097.
16. Mselle, P., Kashiwagi, J., Kashiwagi, D., Sullivan, K. (2009). "How to Jumpstart a University of Botswana Project Management Group." *Fifth International Conference on Construction in the 21st Century (CITC-V) "Collaboration and Integration in Engineering, Management and Technology."* Istanbul, Turkey, CD, Paper 133, pp 1080-1088.
17. Mselle, P., Ssegawa, J., Kashiwagi, D., Sullivan, K. (2009). "Can Developing Countries Leapfrog the Project Management Technology of More Developed Countries?" *Fifth International Conference on Construction in the 21st Century (CITC-V) "Collaboration and Integration in Engineering, Management and Technology."* Istanbul, Turkey, Proceedings CD, Paper 67, pp 543-552.
18. Muatjetjeja, M., Kashiwagi, D., Sullivan, K., Kashiwagi, J. (2009). "Minimizing the Impact of Culture in Botswana on the Implementation of New PM Paradigms." *Fifth International Conference on Construction in the 21st Century (CITC-V) "Collaboration and Integration in Engineering, Management and Technology."* Istanbul, Turkey, Proceedings CD, Paper 66, pp 533-542.
19. Muatjetjeja, M., Mselle, P., Kashiwagi, D., Sullivan, K. (2009). "Is it the Culture or an Unstable Procurement Model that Causes Nonperformance in Botswana's Project Management?" *Fifth International Conference on Construction in the 21st Century (CITC-V) "Collaboration and Integration in Engineering, Management and Technology."* Istanbul, Turkey, Proceedings CD, Paper 65, pp 523-532.
20. Adeyemiy, A., Ssegawa, J., Kashiwagi, D., Sullivan, K. (2009). "Botswana Construction Procurement Process A New Approach." *Fifth International Conference on Construction in the 21st Century (CITC-V) "Collaboration and Integration in Engineering, Management and Technology."* Istanbul, Turkey, Proceedings CD, Paper 58, pp 473-480.
21. Mselle, P., Muatjetjeja, M., Kashiwagi, D., **Kashiwagi, J.**, Sullivan, K. (2009). "Risk Management: A New Project Management Perspective." *Fifth International Conference on Construction in the 21st Century (CITC-V) "Collaboration and Integration in Engineering, Management and Technology."* Istanbul, Turkey, Proceedings CD, Paper 36, pp 292-299.
22. **Kashiwagi, J., Malhotra, N., Luna, E.**, Kashiwagi, D., and Sullivan, K. "Creating Organizational Change: Minimizing Client Generated Construction Inefficiencies at the US

- Army Medical Command.” *2009 ASCE Construction Research Congress*, Seattle, Washington, USA, pp. 370-379 (April 5-7, 2009).
23. **Michael, J., Carey, B.,** and Sullivan, K. (2009) “A New Approach to Contracting Design Professionals.” *2009 ASCE Construction Research Congress*, Seattle, Washington, USA, pp. 269-278 (April 5-7, 2009).
  24. **Michael, J.,** Sullivan, K., and Kashiwagi, D. (2008) “Leadership Based Project Management Model Tested on Food Services at Arizona State University.” *4<sup>th</sup> Scientific Conference on Project Management (SCPM) & 1<sup>st</sup> International Project Management Association (IPMA) / Mediterranean Network (MedNet) Conference on PM Advances, Training & Certification in the Mediterranean*, Chios Island, Greece, pp. 234-238 (May 29-31, 2008).
  25. **Kashiwagi, J., Sullivan, M.,** Sullivan, K., and Kashiwagi, D. (2008) “Transforming an Organization by Using a New Project Management Approach.” *4<sup>th</sup> Scientific Conference on Project Management (SCPM) & 1<sup>st</sup> International Project Management Association (IPMA) / Mediterranean Network (MedNet) Conference on PM Advances, Training & Certification in the Mediterranean*, Chios Island, Greece, pp. 198-203 (May 29-31, 2008).
  26. **Kashiwagi, J.,** Sullivan, K., Kashiwagi, D., and Badger, W. (2008) “Simplification of Projects Using Deductive Models and Dominant Information.” *4<sup>th</sup> Scientific Conference on Project Management (SCPM) & 1<sup>st</sup> International Project Management Association (IPMA) / Mediterranean Network (MedNet) Conference on PM Advances, Training & Certification in the Mediterranean*, Chios Island, Greece, pp. 192-197 (May 29-31, 2008).
  27. **Kashiwagi, J.,** Sullivan, K., Kashiwagi, D., and Badger, W. (2008) “Is Project Management Alignment or Influence/Control.” *4<sup>th</sup> Scientific Conference on Project Management (SCPM) & 1<sup>st</sup> International Project Management Association (IPMA) / Mediterranean Network (MedNet) Conference on PM Advances, Training & Certification in the Mediterranean*, Chios Island, Greece, pp. 186-191 (May 29-31, 2008).
  28. **Kashiwagi, J.,** Sullivan, K., and Kashiwagi, D. (2008) “PM Assisted Structure Can Efficiently Improve Performance.” *4<sup>th</sup> Scientific Conference on Project Management (SCPM) & 1<sup>st</sup> International Project Management Association (IPMA) / Mediterranean Network (MedNet) Conference on PM Advances, Training & Certification in the Mediterranean*, Chios Island, Greece, pp. 180-185 (May 29-31, 2008).
  29. **Kashiwagi, J.,** Sullivan, K., Badger, W., and Kashiwagi, D. (2008) “New Leadership Model of Alignment.” *ASC International Proceeding of the 44<sup>th</sup> Annual Conference*, Auburn University, Auburn, AL, CD 5:14 (April 2- 5, 2008).
  30. **Bonanno, K.,** Badger, W., Sullivan, K., Wiezel, A., Bopp, P., “Servant Leadership in Construction”, *ASC International Proceeding of the 44<sup>th</sup> Annual Conference*, Auburn, AL, (paper # CPRT253002008 CD), pp 1-12, 2008

31. Badger, W., **Bonanno, K.**, Sullivan, K., Wiezel, A., and Bopp, P. (2008) “Wisdom Based Leadership Competencies.” *ASC International Proceeding of the 44th Annual Conference*, Auburn University, Auburn, AL, CD 4:7 (April 2- 5, 2008).
32. Kashiwagi, D., Sullivan, K., and Badger, W. (2008) “Case Study of a New Construction Research Model.” *ASC International Proceeding of the 44<sup>th</sup> Annual Conference*, Auburn University, Auburn, AL, CD 4:2 (April 2- 5, 2008).
33. Sullivan, K., Kashiwagi, D., and **Goodridge, S.** (2007) “Case Study: Minimization of Best Value Issues in the Procurement of Construction Services at the City of Miami Beach.” *Cobra 2007 Conference*, Georgia Tech Global Learning Center, Atlanta, GA, USA, CD Track 68 (September 5-7, 2007).
34. **Pauli, M.**, Sullivan, K., and Kashiwagi, D. (2007) “Utilization of Risk Management to Show Value and Increase Competitiveness.” *Cobra 2007 Conference*, Georgia Tech Global Learning Center, Atlanta, GA, USA, CD Track 59 (September 5-7, 2007).
35. **Michael, J.**, Sullivan, K., and Kashiwagi, D. (2007) “Best Value: An ‘Enterprise’ Model for Delivering Services.” *Cobra 2007 Conference*, Georgia Tech Global Learning Center, Atlanta, GA, USA, CD Track 54 (September 5-7, 2007).
36. **Kashiwagi, J.**, Sullivan, K., Badger, W., and Kashiwagi, D. (2007) “Perceived vs. Actual Industry Value of Leadership Programs.” *Cobra 2007 Conference*, Georgia Tech Global Learning Center, Atlanta, GA, USA, CD Track 37 (September 5-7, 2007).
37. **Kashiwagi, J.**, Sullivan, K., Badger, W., and Kashiwagi, D. (2007) “Changing the Paradigm of Leadership.” *Cobra 2007 Conference*, Georgia Tech Global Learning Center, Atlanta, GA, USA, CD Track 36 (September 5-7, 2007).
38. Sullivan, K., Kashiwagi, D., and **Chong, N.** (2007) “Motivating Contractor Performance Improvement through Measurement.” *Fourth International Conference on Construction in the 21<sup>st</sup> Century (CITC-IV): Accelerating Innovation in Engineering, Management, and Technology*, Gold Coast, Australia, Submission Track 40 (July 11-13, 2007).
39. Sullivan, K., **Savicky, J.**, Kashiwagi, D., Perkins, M., and Grussing, J. (2007) “Transitioning to an Information Environment: Performance Research in Large Capital Projects and Facility Management Group.” *Fourth International Conference on Construction in the 21<sup>st</sup> Century (CITC-IV): Accelerating Innovation in Engineering, Management, and Technology*, Gold Coast, Australia, Submission Track 21 (July 11-13, 2007).
40. Sullivan, K., Kashiwagi, D., **Brown, D.**, and **Kashiwagi, J.** (2007) “Best Value Process in the Selection of Software Services.” *Fourth International Conference on Construction in the 21<sup>st</sup> Century (CITC-IV): Accelerating Innovation in Engineering, Management, and Technology*, Gold Coast, Australia, Submission Track 15 (July 11-13, 2007).
41. **Chong, N.**, Sullivan, K., Egbu, C., and Kashiwagi, D. (2007) “The Influence of an Information Environment on Contractors’ Performance through IDIQ Procurement

- delivery.” *CME25 Conference: Construction Management and Economics: past, present and future*, University of Reading, United Kingdom (July 16-18, 2007), CME25 CD – The Influence of an Information Environment on Contractors Performance through IDIQ Procurement Delivery.
42. Sullivan, K., **Sullivan, M., Kashiwagi, J.**, and Kashiwagi, D. (2007) “Minimizing Risk in the Futuristic Environment.” *9<sup>th</sup> International Surveyors’ Congress: Managing the Unexpected*, Crowne Plaza Mutiara Hotel, KL, Malaysia, Plenary Session 4, Paper 7: Featured Paper (June 28-29, 2007).
  43. Sullivan, K., Kashiwagi, D., **Sullivan, M.**, and **Kashiwagi, J.** (2007) “Moving into the Future: The Minimization of Construction Risk by the Surveyor, Professional, and Client.” *9<sup>th</sup> International Surveyors’ Congress: Managing the Unexpected*, Crowne Plaza Mutiara Hotel, Kuala Lumpur, Malaysia, Plenary Session 2, Paper 4: Featured Paper (June 28-29, 2007).
  44. **Chong, N.**, Sullivan, K., Sullivan, M., and Kashiwagi, D. (2007) “Cultural Revolution.” *4<sup>th</sup> Annual Acquisition Research Symposium*, Monterey, CA, USA (May 16-17, 2007).
  45. Sullivan, K. and Kashiwagi, D. (2007) “Implementing Best Value Concepts into the Low Bid Environment.” *2007 ASCE Construction Research Congress*, Grand Bahamas Island, Submission Track 110 (May 6-8, 2007).
  46. Sullivan, K., **Guo, Y.**, and Kashiwagi, D. (2007) “Contractor Cash Flow and Profitability Analysis Between Best Value and Low Bid.” *2007 ASCE Construction Research Congress*, Grand Bahamas Island, Submission Track 109 (May 6-8, 2007).
  47. Sullivan, K., **Kashiwagi, J.**, **Sullivan, M.**, and Kashiwagi, D.T. (2007) “Leadership Logic Replaces Technical Knowledge in Best Value Structure/Process.” *ASC International Proceeding of the 43<sup>rd</sup> Annual Conference*, Northern Arizona University, Flagstaff, AZ, CD 6:10 (April 12-14, 2007).
  48. Kashiwagi, D., **Goodridge, S.**, **Kashiwagi, J.**, and Sullivan, K. (2006) “The Theoretical Evolution of Best Value Procurement Research.” *Symposium on Sustainability and Value through Construction Procurement 2006, CIB W092 – Procurement Systems*, Digital World Center, Salford, United Kingdom, pp 310-321 (November 29-December 2, 2006).
  49. **Goodridge, S.**, Kashiwagi, D., Ahmed, S., and Sullivan, K. (2006) “Case Study: Best Value Procurement at Baptist Hospital South Florida.” *Symposium on Sustainability and Value through Construction Procurement 2006, CIB W092 – Procurement Systems*, Digital World Center, Salford, United Kingdom, pp 206-217 (November 29-December 2, 2006).
  50. **Goodridge, S.**, Ahmed, S., Kashiwagi, D., Sullivan, K., Cano, J., and Kashiwagi, J. (2006) “A New AE Design Delivery Model.” *Symposium on Sustainability and Value through Construction Procurement 2006, CIB W092 – Procurement Systems*, Digital World Center, Salford, United Kingdom, pp 194-205 (November 29-December 2, 2006).

51. Sullivan, K., Badger, W., Kashiwagi, D., and **Okamura, P.** (2006) "A New Initiative – Facility Management Research Institute." *COBRA 2006*, University College, London, United Kingdom, webpage 2, ref 6 (<http://www.rics.org/Management/Facilitiesmanagement/COBRA+2006+paper+by+Sullivan.htm>).
52. Sullivan, K., Kashiwagi, D., Badger, W., **Kashiwagi, M.**, Egbu, C., and Chang, C. (2006) "Leadership, the Information Environment, and the Performance Measuring Project Manager." *Association of Researcher in Construction Management (ARCOM) 23<sup>rd</sup> Annual Conference*, Birmingham, England, reference no. 480, pp.113-122.
53. Sullivan, K., Kashiwagi, D., **Savicky, J.**, **Kashiwagi, M.**, Egbu, C., and Chang, C. (2006) "Increasing Performance by Minimizing the Passing of Information." *Association of Researchers in Construction Management (ARCOM) 23<sup>rd</sup> Annual Conference*, Birmingham, England, reference no. 477, pp103-112.
54. Sullivan, K., Kashiwagi, D., Kashiwagi, M., **Chong, N.**, and **Pauli, M.** (2006) "Reduced Information Flow Maximizes Construction Performance." *Proceedings of the International Conference in the Built Environment in the 21st Century (ICIBE 2006)*, Kuala Lumpur, Malaysia, pp 643-652 (June 13-15, 2006).
55. Sullivan, K., Kashiwagi, D., Kiiras, J., and **Kruus, M.** (2006) "Selection Process of Construction Management Service Provider." *Proceedings of the International Conference in the Built Environment in the 21st Century (ICIBE 2006)*, Kuala Lumpur, Malaysia, pp 539-550 (June 13-15, 2006).
56. Sullivan, K., Kashiwagi, D., and **Kashiwagi, M.** (2006) "The Impact of Education of Construction Clients." *Proceedings of the International Conference in the Built Environment in the 21st Century (ICIBE 2006)*, Kuala Lumpur, Malaysia, pp 513-524 (June 13-15, 2006).
57. Sullivan, K., Kashiwagi, D., and Badger, W. (2006) "Future Research Model of the New University." *Proceedings of the International Conference in the Built Environment in the 21st Century (ICIBE 2006)*, Kuala Lumpur, Malaysia, pp 463-473 (June 13-15, 2006).
58. Sullivan, K., Kashiwagi, D., and **Tang, Z.** (2006) "Potential Best Value Construction in China." *Proceedings of the International Conference in the Built Environment in the 21st Century (ICIBE 2006)*, Kuala Lumpur, Malaysia, pp 421-430 (June 13-15, 2006).
59. 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).
60. Sullivan, K., Kashiwagi, D., Kiiras, J., Salmikivi, T., and **Kruus, M.** (2006) "Minimizing Specifications by Performance Based Selection of Specialty Contractors: System Design and Build." *Proceedings of the International Conference in the Built Environment in the 21st Century (ICIBE 2006)*, Kuala Lumpur, Malaysia, pp 205-216 (June 13-15, 2006).

61. Sullivan, K., Kashiwagi, D., **Chong, N.**, and **Pauli, M.** (2006) "The 'A' Team Environment." *Proceedings of the International Conference in the Built Environment in the 21st Century (ICIBE 2006)*, Kuala Lumpur, Malaysia, pp 121-132 (June 13-15, 2006).
62. Sullivan, K., Kashiwagi, D., **Kashiwagi, M.**, and Saari, A. (2006) "The "Information Worker" Facility Manager." *CIB W070 Trondheim International Symposium*, Trondheim, Norway, pp 357-367 (June 12, 2006).
63. Sullivan, K., Kashiwagi, D., **Kashiwagi, M.**, and Saari, A. (2006) "The Impact of Education of Facility Management." *CIB W070 Trondheim International Symposium*, Trondheim, Norway, pp 211-220 (June 12, 2006).
64. Sullivan, K., Kashiwagi, D., **Koebergen, H.**, and **Zenko, D.** (2006) "Bridging the Gap: Performance and Efficiency in Design Build Delivery." *ASC International Proceeding of the 42nd Annual Conference*, Colorado State University, Fort Collins, CO, on CD-T20 (April 19-22, 2006).
65. Sullivan, K., Kashiwagi, D., **Kruus, M.**, and Egbu, C. (2006) "Comparison of the Risk Minimization Ability of Best Value with that of Low Bid Procurement." *ASC International Proceeding of the 42nd Annual Conference*, Colorado State University, Fort Collins, CO, on CD-T19 (April 19-22, 2006).
66. **Kruus, M.**, Sullivan, K.T. Kashiwagi, D.T, and Kiras, J. (2005) "Ensuring Design Documents Fitness in Construction Management (CM) Projects." *International Conference on Construction & Real Estate Management (ICCREM)*, Penang, Malaysia, 258 – 263 (December 12-13, 2005).
67. Kashiwagi, D.T. and Sullivan, K.T. (2005) "The FM Information Worker of the Future." *Construction in the 21<sup>st</sup> Century-CITC III*, Athens, Greece, CD-#90 (September 15-17, 2005).
68. Kashiwagi, D.T. and Sullivan, K.T. (2005) "Leadership Required to Change the Culture of Construction." *Construction in the 21<sup>st</sup> Century-CITC III*, Athens, Greece, CD-#75 (September 15-17, 2005).
69. **Baretta, J.**, Kovel, J., Kashiwagi, D.T., **Kashiwagi, M.**, and Sullivan, K.T. (2005) "Minimizing Elements of Control of a Construction Contractor." *11<sup>th</sup> Joint Symposium: Combining Forces –Advancing Facilities Management and Construction through Innovation*, Helsinki, Finland, pp. 296-304 (June 13, 2005).
70. Kashiwagi, D.T. and Sullivan, K.T. (2005) "Is Performance-Based Procurement a Solution to Construction Performance?" *11<sup>th</sup> Joint Symposium: Combining Forces –Advancing Facilities Management and Construction through Innovation*, Helsinki, Finland, pp. 172-182 (June 13, 2005).
71. **Okamura, P.**, Kovel, J., Sullivan, K.T., **Kashiwagi, M.**, and Kashiwagi, D.T. (2005) "LEED-EB in Facilities Management." *ASC International Proceeding of the 41<sup>st</sup> Annual Conference*, University of Cincinnati, Cincinnati, OH, CD-Track 6 (April 06, 2005).

72. **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).
73. Sullivan, K.T., Kashiwagi, D.T., **Kashiwagi, M.**, Kovel, J., and Egbu, C. (2005) “Transforming the MEDCOM Facilities/Construction Management Environment into an Information Environment.” *ASC International Proceedings of the 41<sup>st</sup> Annual Conference*, University of Cincinnati, Cincinnati, OH, CD-Track 6 (April 2, 2005).
74. 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).
75. 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).
76. **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).
77. Kashiwagi, D.T., Sullivan, K.T., Greenwood, D., Kovell, 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).
78. 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).
79. Hanna, A.S., Chang, C.K., Sullivan, K.T., and Lackney, J.A. (2005) “Shiftwork Impact on Construction Labor Productivity.” *Construction Research Congress: Broadening Perspectives, ASCE, San Diego, CA, p.59* (April 5-7, 2005).
80. 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).
81. Sullivan, K.T., Egbu, C. and Kashiwagi, DT. (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).
82. 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).

83. **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).

Other Publications (Non-Refereed):

1. “University of Alberta Transforms RFPs from Reactive to Proactive.” NECI-The Legal Edge, Issue 98, April-June 2012
2. Sullivan, K.T. (2008) Best Value: An efficient construction model. *Modern Contractor Solutions*, April Issue, pp.30-31.
3. 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.
4. 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.

Technical Reports:

1. Sullivan, K. and Ott, R. (2009). “Asbestos Regulations and Awareness Seminars Post Evaluation for EPA Requirements.” Environmental Information Association, Tempe, AZ.
2. 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.
3. 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.
4. 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.

Book Chapters:

1. Sullivan, K. (2009). “Client Decision Making: Raytheon Missile Systems and AZ State Parks Case Studies.” In Kashiwagi, Dean T. *A Revolutionary Approach to Project*



*Management and Risk Minimization*, Chapter 23, pp. 23-1 – 23-6, Performance Based Studies Research Group, Tempe, Arizona, USA.

2. Sullivan, K. (2008). “Creating a Structure for A/E Design Services that Minimizes Risk.” In Kashiwagi, Dean T. *Best Value Procurement*, Chapter 9, pp. 9-1 – 9-16, Performance Based Studies Research Group, Tempe, Arizona, USA.
3. Sullivan, K. (2008). “Movement to “Best Value” Using the FAR.” In Kashiwagi, Dean T. *Best Value Procurement*, Chapter 11, pp. 11-1 – 11-19, Performance Based Studies Research Group, Tempe, Arizona, USA.
4. Sullivan, K. (2008). “Raytheon Missile Systems Case Study.” In Kashiwagi, Dean T. *Best Value Procurement*, Chapter 22, pp. 22-1 – 22-4, Performance Based Studies Research Group, Tempe, Arizona, USA.
5. Sullivan, K. (2008). “ASU Food Services Contract Case Study.” In Kashiwagi, Dean T. *Best Value Procurement*, Chapter 24, pp. 24-1 – 24-12, Performance Based Studies Research Group, Tempe, Arizona, USA.

## **RESEARCH FUNDING:**

### Sponsored Research:

<b>Year</b>	<b>Sponsor</b>	<b>Title</b>	<b>Role</b>	<b>Total \$</b>	<b>Recognition \$</b>
2011-2013	Brunsfeld, Malaysia	Best Value Technology at Brunsfeld	PI	\$ 225,000	\$ 112,500
2011-2012	City of Phoenix	Best Value Business Model Education for the City of Phoenix, Arizona	PI	\$ 120,000	\$ 60,000
2011-2012	Univ of Alberta	Organizational Measurement and Education of the Best Value Business Model at the University of Alberta	PI	\$ 200,000	\$ 100,000
2012	Electri International	Succession Planning & Mentoring Programs for Electrical Contractors	PI	\$ 7,000	\$ 7,000
2011	Boise State Univ	Organizational Measurement and Research of the Best Value Business Model at Boise State University	PI	\$ 75,000	\$ 37,500
2011	CMS	Organizational Measurement and Research of the Best Value Business Model at CMS	PI	\$ 50,000	\$ 25,000
2011	Hennepin County, MN	Best Value Structure and Organization Transformation at Hennepin County, Minnesota	PI	\$ 50,000	\$ 25,000
2011	State of Oregon	Education and Organizational Measurement of the Best Value Business Model at the State of Oregon	PI	\$ 135,000	\$ 67,500
2010-2011	Idaho Trans. Dept.	Quality Based Program at the Idaho Transportation Department	PI	\$ 170,000	\$ 85,000
2010-2011	State of Alaska	Best Value Structure and Organization Education at the State of Alaska	PI	\$ 195,000	\$ 97,500
2009-2011	GSA	Best Value Implementation with GSA	Co-PI	\$ 235,500	\$ 117,750
2009-2011	State of Oklahoma	Best Value Education at the State of Oklahoma	PI	\$ 350,000	\$ 175,000
2005-2011	Neogard	Domestic and International Public Education of How to Use Best Value and Performance Information	PI	\$ 805,000	\$ 701,500

2005-2011	Univ of Minnesota	Education of How to Utilize IMT/PIPS Within the University of Minnesota Capital Planning and Project Management	PI	\$ 550,000	\$ 437,500
2005-2011	US Army MEDCOM	Organizational Efficiency and Performance at the US Army Medical Command II	Co-PI	\$ 818,556	\$ 658,153
2009-2010	State of Idaho	Best Value Structure and Organization Education at the State of Idaho and Boise State University	PI	\$ 174,978	\$ 104,987
2009	Abengoa Solar	Abengoa Solar Inc. & Department of Energy Research Requirement Fulfillment Phase I - Construction Efficiency	PI	\$ 48,914	\$ 48,914
2009	US Solar/DOE	Thermal Energy Storage Technologies Built and Compares	PI	\$ 137,434	\$ 137,434
2006-2007	State of Missouri	Education of Best Value at the State of Missouri	PI	\$ 66,500	\$ 66,500
2007	General Dynamics	Organizational Efficiency and Performance Systems at General Dynamics - Advanced Information System	PI	\$ 97,750	\$ 97,750
2007	State of Wyoming	State of Wyoming: Wyoming Military Department - Measurement of Performance of Vendors/Services	PI	\$ 33,250	\$ 33,250
2006	Entergy	Education of Best Value and Performance Measurement at Entergy, Inc.	PI	\$ 75,000	\$ 75,000
2006	OP2	Education of Best Value and Process Efficiency at the State of California	PI	\$ 10,000	\$ 10,000
2006	Washington DOT	Performance Based Contracting Education	PI	\$ 50,000	\$ 50,000
2005	US Coast Guard	Education on the Implementation of Performance Based Service Contracting	Co-PI	\$ 50,000	\$ 50,000
<b>Totals</b>				<b>\$ 4,729,882</b>	<b>\$ 3,380,738</b>

Funding Received for Research and Education to ASU Internal Groups:

Year	Sponsor	Title	Role	Total \$	Recognition \$
2010	ASU TV Services	Best Value Business Approach for TV Services	Co-PI	\$ 10,000	\$ 5,000
2010	ASU Help Desk	Best Value Business Approach for the Help Desk	Co-PI	\$ 10,000	\$ 5,000
2010	ASU Online College	Best Value Business Approach for the Online College Outsourcing	PI	\$ 25,000	\$ 12,500
2010	ASU Bookstore	Best Value Business Approach Support & Education for the ASU Bookstore Outsourcing	PI	\$ 35,000	\$ 17,500
2009	ASU Data Center	Best Value Business Approach Support & Education for the Data Center	Co-PI	\$ 40,000	\$ 20,000
2008-2009	ASU UTO	Best Value Business Approach Support & Education for the ASU Network	Co-PI	\$ 100,000	\$ 65,000
2008	ASU CMAR & Design	Best Value Business Approach Support & Education for PS8 and P&T Admin Building	PI	\$ 40,000	\$ 40,000
2008	ASU EHS	Best Value Business Approach Support & Education for EHS Asbestos Program	PI	\$ 11,360	\$ 11,360
2007	ASU ICA	Best Value Business Approach Support & Education for ICA Multi-Media Rights	PI	\$ 25,000	\$ 25,000
2006	ASU Food Services	Best Value Business Approach Support & Education for Campus Dining Outsourcing	PI	\$ 25,000	\$ 25,000
2006	ASU Software	Best Value Business Approach Support & Education for Budgeting Software Implementation	PI	\$ 5,000	\$ 5,000
<b>Totals</b>				<b>\$326,360</b>	<b>\$231,360</b>

ASU Foundation Funding - Knowledge Investment Research:

Year	Sponsor	Title	Role	Total \$	Recognition \$
2011 & 2006-	Tremco	Performance Measurement Development for the Roofing Industry	PI	\$ 400,000	\$ 200,000

## MENTORING & GRADUATE STUDENTS

*Note: The PhD program was not sanctioned in the School until 2007*

### PhD Supervisions in Progress

Name	Effort	Period	Topic
Perrenoud, Anthony	PhD	2012-Present	
Lines, Brian	PhD	2012-Present	Frictional Resistance Minimization in Organizational Change Implementation for the Built Environment
Michael, John	PhD	2011-Present	Risk Management in Construction and the Adaptive Contracting Model
Prigge, Rick	PhD	2010-Present	Optimization of Volunteer Construction Workforce for 3 <sup>rd</sup> World and Post-Disaster Scenarios
McDonald, Doug	PhD	2010-Present	Organizational Change Optimization within Facilities Management and Equipment Failure Prediction
Oates, Dixon	PhD	2010-Present	Sustainability and Energy Performance Measurement in Facility Management
Stone, Brian	PhD	2009-Present	Organizational Change through Performance Information

### MS Supervisions Chaired and Completed

Name	Effort	Completion	Topic
Smithwick, Jake	Thesis	Sprg 2012	Management of Facility Commodity Contracts: A Model for the Furniture Services Industry
Perrenoud, Anthony	Thesis	Sprg 2012	Effective Succession Planning in Construction Companies
Yu, Andy	Exam	Sprg 2012	--
Lines, Brian	Thesis	Fall 2011	Initial Implementation of Organizational Change: Development of a Methodology to Minimize Tactical Barriers and Maximize Strategic Focus
Barlish, Kristen	Thesis	SS 2011	How to Measure the Benefits of BIM – A Case Study Approach
Tellefsen, Thor	Thesis	SS 2011	Increasing Communication Efficiency through the Minimization of Information Flow
McDonald, Doug	Thesis	SS 2010	Predictive Facilities Equipment Failure Methodology
Prigge, Rick	Thesis	SS 2010	Successful Volunteer Leadership: Increasing Volunteer Satisfaction
Vos, Alexander	Project	Sprg 2010	Performance Measurement and Accountability Structure for Equipment Maintenance Operations
Klein, Don	Thesis	Sprg 2010	Personality Test Characteristics as a Predictor of Project Manager Performance
Rich, Christopher	Exam	Sprg 2010	--
Brown, Mario	Exam	Sprg 2010	--
Oates, Dixon	Thesis	Fall 2009	Post-Occupancy Facility Management Analysis of LEED Certified Buildings

Cowley, Luke	Project	SS 2009	Application of Best Value within the FAR
Carey, Brad	Thesis	Sprg 2009	A Living Performance Information Database
Kassai, Maryam	Project	Sprg 2009	Identifying the Factors Inhibiting Efficiency in the Construction Industry
Cowan, Lee	Thesis	Fall 2008	Increasing Facility Services Vendor Performance Through Measurement
Georgoulis, Stephen	Thesis	Fall 2008	Facility Management: A Profession at Risk
Michael, John	Thesis	Fall 2008	Best Value Implementation within the Services Industry
Yu, Kwok	Thesis	Fall 2008	Increasing Accountability and Productivity through Project Scheduling in the Semi-Conductor Industry
Zenko, Dan	Thesis	Fall 2008	Public Procurement Process Improvement for Construction Services
Turk, Troy	Project	SS 2008	Application of LEED Certified Construction for the Development of Income Producing Properties
Beltran, Vicente	Project	Fall 2006	Knowledge Transfer Mechanism in the Preplanning Process
Guo, Yan	Thesis	Fall 2006	Contractor Cash Flow Risk and Profitability Analysis of Best Value and the Low Bid
Okamura, Patrick	Thesis	Sprg 2006	Measuring Performance in a Facilities Operations Organization
Tang, Ziwei	Thesis	Sprg 2006	Potential of Best Value Procurement in China

#### MS Supervisions in Progress

<b>Name</b>	<b>Effort</b>	<b>Period</b>	<b>Topic</b>
Jeffers, Anthony	Thesis	2011-Present	Process Engineering for Medium to Large Construction Organizations
Sawyer, Jeff	Thesis	2010-Present	Organizational Change through Measurement for a General Contractor

#### MS Committees Completed

<b>Name</b>	<b>Effort</b>	<b>Completion</b>	<b>Chair</b>
Reynolds, Harry	Thesis	Fall 2011	Dr. Kashiwagi
Pauli, Michele	Thesis	Sprg 2011	Dr. Kashiwagi
Mix, Cannon	Exam	Sprg 2011	Dr. Badger
Roog, Robert	Exam	Sprg 2011	Dr. Kashiwagi
Turpeinen, Joseph	Exam	Sprg 2011	Dr. Badger
Neha, Malhotra	Thesis	Fall 2010	Dr. Kashiwagi
Moore, Brian	Exam	Fall 2010	Dr. Badger
Gierak, Jack	Exam	Fall 2010	Dr. Ernzen
Balasubramanian, Aparna	Thesis	Sprg 2010	Dr. Chasey
Child, Geoffrey	Thesis	Sprg 2010	Dr. Kashiwagi
Bragg, Clinton	Project	Sprg 2010	Dr. Mitropoulos
Patel, Jigneshkumar	Project	Fall 2009	Dr. Wiezel
Nolastname, Saali	Thesis	Sprg 2009	Dr. Wiezel
Canada, Scott	Thesis	Sprg 2009	Dr. Badger
Luna, Eduardo	Thesis	Sprg 2009	Dr. Kashiwagi
Ghosh, Arnab	Thesis	SS 2008	Dr. Ariaratnam

Sihabuddin, Shaik	Thesis	SS 2008	Dr. Ariaratnam
Marceau, Sean	Project	Sprg 2008	Dr. Badger
Bigelow, Ben	Thesis	Sprg 2008	Dr. Badger
Narayanan, Subu	Thesis	Sprg 2008	Dr. Sawhney
Namboodiri, Manoj	Thesis	Fall 2007	Dr. Mitropoulos
Bonanno, Kathy	Thesis	SS 2007	Dr. Badger
Woodroffe, Neil	Thesis	Sprg 2007	Dr. Ariaratnam
Guillama, Vince	Project	Fall 2006	Dr. Mitropoulos
Lnu, Indumathi	Thesis	Sprg 2006	Dr. Kashiwagi
Merenda, Francis	Project	Sprg 2006	Dr. Knutson
Chaudhry, Sohail	Project	Fall 2005	Dr. Kashiwagi
Campbell, Michael	Thesis	SS 2005	Dr. Badger
Kapur, Nikhil	Thesis	SS 2005	Dr. Kashiwagi
Gant, Jillian	Thesis	Fall 2004	Dr. Fiori

### Fulton Undergraduate Research Students (FURI) Supervision

<b>Name</b>	<b>Effort</b>	<b>Completion</b>	<b>Topic</b>
Lines, Brian	FURI	2010	Renewable Energy Technology Construction Analysis
Bailey, Craig	FURI	2010	A New Graphical Approach to Construction Project Control

### **PROFESSIONAL AND SCIENTIFIC ACTIVITIES:**

#### Research Organizations:

- Co-Director, Performance Based Studies Research Group (PBSRG), Arizona State University.
- Director, Facility Management Research Institute (FMRI). Partnership with General Dynamics C4 Systems and the International Facility Management Association (IFMA) Phoenix Chapter.
- Co-Founder and Secretary of Research, CIB Working Commission 117: Performance Measurement in Construction (2009-Present)
- Co-Founder and Secretary of Research, CIB Task Group 61: Benchmarking Construction Performance Data (2006-2008)

#### Scientific and Professional Society Memberships:

- Member, American Society of Civil Engineering, Construction Institute (2004-Present)
- Member, The Association for the Advancement of Cost Engineering (2004-Present)
- Member, American Society of Professional Estimators (ASPE) (2007-Present)
- Member, Project Management Institute (PMI) (2008-Present)
- Member, International Council for Research and Innovation in Building and Construction (CIB) Working Commission W092: Construction Procurement (2005-Present)
- Member, International Facility Managers Association (IFMA), Greater Phoenix Chapter – Educational (2004-Present)

#### Local Professional Committees:

- Greater Phoenix Chapter of IFMA, Education Committee (2004-2005)
- Education Director of the Facilities Management Research Institute (FMRI) (2004-Present)

#### Conference Leadership Activities:

- Session Chair, CIB World Congress, 2010
- Technical Committee Member, American Society of Civil Engineers Construction Research Congress 2009.
- Conference Coordinator and Proceedings Editor CIB W117: Performance Measurement in Construction 1<sup>st</sup> Annual Conference 2009.
- Executive Board Member. PBSRG 2005-2009 International Best Value Conference.
- Conference Coordinator CIB TG61: Benchmarking Construction Performance Data Annual Conference 2006-2008
- 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)
- International Scientific Committee for the Postgraduate Researchers of the Built & Natural Environment (PRoBE) (2005)

#### Editorial Board:

- Assistant Specialty Editor – ASCE Journal of Construction Engineering and Management (2006-2007)
- Assistant Editor – CIB Journal for the Advancement of Performance Information and Value (2008-Current)
- Assistant Editor – IPMA Project Management World Tomorrow Journal (2009-2011)
- Editorial Board Member - The Journal of Korea Institute of Building Construction (2010-Current)

#### Journal Reviewer:

- ASCE Journal of Construction Engineering and Management
- ASCE Journal of Management in Engineering
- ASCE Journal of Professional Issues in Engineering and Education
- International Journal of Construction Education and Research
- Canadian Journal of Civil Engineering
- Journal of Construction in Developing Countries
- Korean Journal of Civil Engineering
- Journal of Facility Management
- Journal for the Advancement of Performance Information and Value
- Project Management World Tomorrow
- Scientific Journals International

#### Industry Publications Reviewer:

- Joint Publication the Association General Contractors of America (AGCA) and National Association of State Facilities Administrators (NASFA), *For Use of Best Value Selections* (special edition).

### **ARIZONA STATE UNIVERSITY COMMITTEE SERVICE**

#### University:

- Faculty Senate, DEWSC Representative (2005-2008)
- Residency Board, ASU (2006 - Present)

#### Ira A. Fulton School of Engineering:

- International Committee (2004-2006)
- Curriculum Committee (2009-Current)
- Quality of Instruction Committee (2012-Current)

#### Del E Webb School of Construction:

- Graduate Program Chair (2012-Current)
- Curriculum Committee (2005 – Current)
- Scholarship Committee (2008-Current)
- Undergraduate Admissions Committee (2005 – 2009)
- Graduate Program Committee (2005 – 2009)
- Facility Management Concentration Faculty Advisor (2004 – Current)

### **AWARDS**

- 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 – 2011
- Ira A. Fulton School of Engineering Top 5% of Faculty Award – 2009
- Ira A. Fulton School of Engineering Outstanding Teaching Award – 2008
- Outstanding Achievement Award - International Facility Management Association – 2005
- PMI Phoenix Chapter Star Partner Award – Support of Project Management Profession in Scholarly and Educational Activities – 2007
- Alliance for Construction Excellence (ACE) Highest Rated Instructor 2006-2008

### **PRESENTATIONS (Past Year Only)**

Sullivan, K. (2011). Performance Measurement and Risk Management Approach for a Large Roofing Manufacturer and Installer. Tremco, Inc. January 11, 2011. Beachwood, Ohio.

Sullivan, K. (2011). A Best Value Approach to Facility Administration of Custodial Services. University of Alberta. January 19, 2011. Edmonton, Alberta, Canada.\*

Sullivan, K. (2011). Best Value for Purchasing of Services. University of Alberta. January 19, 2011. Edmonton, Alberta, Canada.\*

Sullivan, K. (2011). Document Management and Best Value. Salt River Project (SRP). February 7, 2011. Phoenix, Arizona.

Sullivan, K. (2011). Preplanning and Risk Management. ASU-PBSRG Annual Best Value Conference, Arizona State University. February 15, 2011. Tempe, Arizona.\*

Sullivan, K. (2011). ASU Service Case Studies. ASU-PBSRG Annual Best Value Conference, Arizona State University. February 16, 2011. Tempe, Arizona.\*

Sullivan, K. and Ferrin, P. (2011). Materials Recycling Facility Outsourcing and Best Value. City of Phoenix, AZ. March 8, 2011. Phoenix, Arizona.

Sullivan, K. (2011). Information Measurement Theory and Organizational Change. City of Phoenix, AZ. May 9, 2011. Phoenix, Arizona.

Sullivan, K. (2011). A Risk Management Value Proposition. Utility Supply Management Alliance (USAM) Annual Conference. May 24, 2011. Tampa Bay, Florida.\*

Sullivan, K. (2011). Risk and Performance Measurement. Idaho Transportation Department. June 3, 2011. Boise, Idaho.

Sullivan, K. (2001). Best Value Business Model: Theory and Case Studies. Central Arizona Project (CAP). June 13, 2011. Phoenix, Arizona.

Sullivan, K. (2011). Preplanning and Project Control Methodologies. Alliance for Construction Excellence. June 14, 2011. Phoenix, Arizona

Sullivan, K. (2011). Productivity Management and Change Orders. Alliance for Construction Excellence. June 15, 2011. Phoenix, Arizona.

Sullivan, K. (2011). Procurement and the PMBOK. Alliance for Construction Excellence. June 20, 2011. Phoenix, Arizona.

Sullivan, K. (2011). Best Value Business Model within the Canadian Market. University of Alberta. June 28, 2011. Edmonton, Alberta, Canada.\*

Sullivan, K. (2011). Integration of Preplanning, Risk, and Metrics into Custodial Services. University of Alberta. June 28, 2011. Edmonton, Alberta, Canada.

Sullivan, K. (2011). Best Value as a Competitive Process for Design and Construction Services. University of Alberta. June 29, 2011. Edmonton, Alberta, Canada.\*



Sullivan, K. (2011). Best Value within IPD Selection and Delivery. University of Alberta. June 29, 2011. Edmonton, Alberta, Canada.\*

Sullivan, K. (2011). Strategic Planning and Organization Change. University of Alberta. June 29, 2011. Edmonton, Alberta, Canada.

Sullivan, K. (2011). Succession Planning and Mentoring for Electrical Contractors. NECA & Electri International Annual Meeting. July 14, 2011. Chicago, Illinois.\*

Sullivan, K. (2011). Preplanning and Project Control Methodologies. Alliance for Construction Excellence. July 17, 2011. Phoenix, Arizona

Sullivan, K. (2011). Best Value Strategies with the Mayor of Phoenix (Gordon). Mayor's Office, City of Phoenix, AZ. July 20, 2011. Phoenix, Arizona.

Sullivan, K. (2011). Productivity Management and Change Orders. Alliance for Construction Excellence. July 25, 2011. Phoenix, Arizona.

Sullivan, K. (2011). Preplanning and Project Control Methodologies. Alliance for Construction Excellence. August 1, 2011. Phoenix, Arizona

Sullivan, K. (2011). Virtualization Environment and Best Value. University of Alberta. August 4, 2011. Edmonton, Alberta, Canada.

Sullivan, K. (2011). Best Value for the Radiopharmaceutical Centre. University of Alberta. August, 4, 2011. Edmonton, Alberta, Canada.

Sullivan, K. (2011). Best Value and Preplanning. Alliance for Construction Excellence. August 30, 2011. Luke Air Force Base, Glendale, Arizona.

Sullivan, K. (2011). Impact of Bureaucracy on Project Change – A Framework for Evaluation. COBRA RICS Construction and Property Conference. September 13, 2011. Salford, UK.

Sullivan, K. (2011). Organizational Change Models: A Critical Review of Change Management Processes. COBRA RICS Construction and Property Conference. September 13, 2011. Salford, UK.

Sullivan, K. (2011). Scheduling, Measuring, and Best Value for an IT Project. Idaho Transportation Department. October 12, 2011. Boise, Idaho

Sullivan, K. (2011). Leadership and Accountability. Guest Lecture, CON 494: Leadership and Management. Arizona State University. October 18, 2011. Tempe, Arizona.

Sullivan, K. (2011). Succession Planning for Electrical Contractors. NECA Annual Conference. October 23, 2011. San Diego, California.\*

Sullivan, K. (2011). Estimating Basics Part I. Guest Lecture, CON 100: Introduction to Construction. Arizona State University. October 24, 2011. Tempe, Arizona.

Sullivan, K. (2011). Estimating Basics Part II. Guest Lecture, CON 100: Introduction to Construction. Arizona State University. October 26, 2011. Tempe, Arizona.

Sullivan, K. (2011). Preplanning and Project Control Methodologies. Alliance for Construction Excellence. November 3, 2011. Mesa, Arizona

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.\*

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.\*

Sullivan, K. (2011). Risk Management and Performance Measurement: Organizations and Projects. B&D Industries. November 10, 2011. Albuquerque, New Mexico.

Sullivan, K. (2011). A Best Value Business Approach. University of New Mexico and Albuquerque Public Schools. November 10, 2011. Albuquerque, New Mexico.

Sullivan, K. (2011). Best Value Approach for Towing Services. City of Phoenix, AZ. November 15, 2011. Phoenix, Arizona.

Sullivan, K. (2011). Best Value for Design Services. University of Alberta. November 22, 2011. Edmonton, Alberta, Canada.\*

Sullivan, K. (2011). Best Value for Traditional Construction. University of Alberta. November 22, 2011. Edmonton, Alberta, Canada.

Sullivan, K. (2011). Project Salvage Methodologies and Performance Metrics. Idaho Transportation Department. December 1, 2011. Boise, Idaho.

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.\*

Sullivan, K. and **Perrenoud, A.** (2012). Preplanning and Performance Measurement. 3M Motor Vehicle Division. January 5, 2012. Denver, CO.

Sullivan, K. (2012). Best Value Practices. Idaho Transportation Department. January 10, 2012. Boise, Idaho.

Sullivan, K. (2012). Best Value for Towing Vendors. City of Phoenix, AZ. January 24, 2012. Phoenix, Arizona.

Sullivan, K. (2012). Preplanning and Project Control Methodologies. Alliance for Construction Excellence. January 26, 2012. Phoenix, Arizona

Sullivan, K. (2012). Productivity Management and Change Orders. Alliance for Construction Excellence. January 26, 2012. Phoenix, Arizona.

Sullivan, K. and **Perrenoud, A.** (2012). Performance Measurement for IT Design Processes. 3M Motor Vehicle Division. January 27, 2012. Tucson, Arizona.

Sullivan, K. (2012). Best Value Selection Methodologies. ASU-PBSRG Annual Best Value Conference, Arizona State University. February 14, 2012. Tempe, Arizona.

Sullivan, K. (2012). Best Value Problems and Solutions for Vendor Implementation. ASU-PBSRG Annual Best Value Conference, Arizona State University. February 14, 2012. Tempe, Arizona.

Sullivan, K. (2012). Case Study: Large Services Implementation and Test of Best Value Methods. ASU-PBSRG Annual Best Value Conference, Arizona State University. February 15, 2012. Tempe, Arizona.

Sullivan, K. (2012). Proper Communication, Preplanning, and Risk Management. ASU-PBSRG Annual Best Value Conference, Arizona State University. February 15, 2012. Tempe, Arizona.

Sullivan, K. (2012). Estimating Basics. Guest Lecture, CON 100: Introduction to Construction. Arizona State University. March 2, 2012. Tempe, Arizona.

Sullivan, K. (2012). Performance Measurement and its Uses for Manufactured Products: Roofing. Tremco, Inc. March 6, 2012. Beachwood, Ohio.

Sullivan, K. and Sawyer, J. (2012). Value-Based Contracting Model. City of Prescott & Prescott Valley. April 11, 2012. Prescott, Arizona.

Sullivan, K. and Sawyer, J. (2012). Vision of a Value Based Governmental Environment. League of Arizona Cities and Towns. April 25, 2012. Phoenix, Arizona.

Sullivan, K. and **Perrenoud, A.** (2012). Value-Based Project Approach for Public Works Projects. City of Prescott, Arizona. May 30, 2012. Prescott, Arizona

Sullivan, K. and **Smithwick, J.** (2012). Best Value Business Model. Rochester Community and Technical College. June 5, 2012. Rochester, Minnesota.

Sullivan, K. and **Smithwick, J.** (2012). Best Value in the Public Sector. City of Roseville Educational Seminar. June 6, 2012. Roseville, Minnesota.

Sullivan, K. and **Smithwick, J.** (2012). Value-Based Project Management. Kraus-Anderson Contracting. June 6, 2012. Minneapolis, Minnesota.

Sullivan, K. (2012). Best Value Procurement Model. Canadian Association of University Business Officers (CAUBO) Annual Conference. June 16, 2012. Montreal, Quebec, Canada.

Sullivan, K. (2012). Best Value Business Model. Canadian Association of University Business Officers (CAUBO) Annual Conference. June 18, 2012. Montreal, Quebec, Canada.