

CURRICULUM VITAE

SECTION 1: Employment History/Awards

NAME Kelly C. Strong

ADDRESS

PHONE

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University of Northern Iowa
Cedar Falls, IA 50613

319-273-2538

EDUCATION

1980	B. S. Civil Engineering	Iowa State University, Ames, IA
1988	MBA Management	University of St. Thomas, St. Paul, MN
1992	Ph.D. Strategy & Org. Mgt	University of Colorado, Boulder, CO
2003	Designated Design-Build Professional,	Design Build Institute of America

ACADEMIC POSITIONS

2017- present, Associate Professor, Construction Management, University of Northern Iowa, Program Coordinator for Construction Management.

2011-2017, Associate Professor, Construction Management, Colorado State University

2011-2012, Director, Construction Management Applied Research Center, Colorado State University

2003- 2011 Associate Professor, Civil and Construction Engineering, Iowa State University

2008-2009 Director, Construction Management and Technology, Center for Transportation Research and Education, Iowa State University

2005-2008, Associate Director of Contracts and Project Management, Center for Transportation Research and Education, Iowa State University

2001-2003, Associate Professor Business and Economics/Civil Engineering (joint appointment), Michigan Technological University

1999 –2001, Associate Professor of Business and Economics, Michigan Technological University

1995-1999, Assistant Professor of Business and Economics, Michigan Technological University

1992-95, Assistant Professor of Management and Quantitative Methods, Illinois State University

OTHER POSITIONS

1988, Project Manager, Knutson Construction Company, Minneapolis, MN

1981- 1988, Project Manager, Opus Corporation, Minneapolis, MN

HONORS AND AWARDS

2014, Best Peer reviewed paper award, American Society of Civil Engineers, Reston, VA

2009, College of Engineering Superior Advisor Award, Iowa State University, Ames, IA

2008, Charles W. Schafer Award for Excellence in Teaching, Research and Service, Iowa State University, Ames, IA

2008, Learning Community Institute Scholarship Award, Iowa State University, Ames, IA

2008, Engineering Student Council Leadership Award, Iowa State University, Ames, IA

2008, Election as a Fellow, International Association for Business and Society, Provo, UT

2007, Distinguished National Leadership Award in Education, Design-Build Institute of America, Washington, DC

2002, Exceptional Service Award, Phi Beta Lambda, Reston, Virginia

2001, Teacher of the Year, Michigan Technological University, Houghton, MI

2000, Innovative Teaching Award finalist, Michigan Technological University, Houghton, MI

1999, Business and Society Best Article Award finalist, California Management Review, Berkeley, CA

1998, Teacher of the Year Michigan Technological University, Houghton, MI

1996, Innovative Teaching Award finalist, Michigan Technological University, Houghton, MI

1993, Teacher of the Year, Management and Quantitative Methods Department, Illinois State University, Normal, IL

1993, MBA Student Association Most Outstanding Professor Award, Illinois State University, Normal, IL

1990, University Graduate Teacher of the Year nominee, University of Colorado, Boulder, CO

1989, Regents Fellowship Recipient, University of Colorado, Boulder, CO

1988, Outstanding MBA Graduate, University of St. Thomas, St. Paul, MN

1976, VEISHEA Scholarship, Iowa State University, Ames, IA

SECTION 2: Publications/Scholarly Record

PUBLISHED WORKS

Books:

- K. Strong 1992. “*A Cognitive Model of Downstructuring Strategy*” pp. 1-203, University Microfilms; Ann Arbor, MI
- J. Logsdon and K. Strong (eds) 2005. “*Proceedings of the Annual Meeting of the International Association for Business and Society*”, International Association for Business and Society, Jackson Hole, WY

Refereed Journal Articles (In Print or Accepted):

- Sadeghi, M., Elliott, J., Porro, N. and Strong, K. (2019), "Developing building information models (BIM) for building handover, operation and maintenance", *Journal of Facilities Management*, 7(3), pp. 301-316
- Strong, K., Glick, S. and Suhail, G. (2019), "Comparing US public university and US private sector project costs", *Journal of Facilities Management*, 17(2), pp. 220-234.
- Sinha, A. Strong, K., Ozbek, M., and Shane, J. (2018). “A decision support framework for assessing the contextual factors for complex highway projects”, *Transportation Research Record*, <https://doi.org/10.1177/0361198118774162>
- Marathe, A., Mehany, M., Senior, B., and Strong, K. (2017). “Dispute resolution and contract incentives: Perceptions of project stakeholders”, *Journal of Legal Affairs and Dispute Resolution in Engineering and Construction*, ASCE, 9(4)
- Gad, G., Shane, J., Strong, K., and Choi, J. (2016). “Rethinking trust in construction contracts’ formation: The dispute resolution method selection”, *Journal of Legal Affairs in Dispute Resolution in Engineering and Construction*, ASCE, 8(3), 04516003-1 to 04516003-10
- Bentley, L., Glick, S. and Strong, K. (2015). “Appraising sustainable building features: A Colorado case study” *Journal of Sustainable Real Estate*. 7(1) 113-133.
- Valdes-Vasquez, R., Lewis, A., and Strong, K. (2015). “Assessment of a rapid debris removal system: Implications for roadway operations and maintenance.” *Transportation Research Record*, 2440, pp.9-15
- Strong, K., and Chhun, S. (2014). “Complex governance system issues for transportation renewal projects.” *Urban, Planning and Transport Research: An Open Access Journal*, (published by Taylor and Francis) 2(1), pp. 233-246
- Lopez del Puerto, C., and Strong, K. (2013). “Analysis of owners’ safety management approaches in design/build projects” *International Journal of Construction Education and Research*, 9, 307-316.

Gransberg, D., Shane, J., Strong, K., and Lopez del Puerto, C. (2013). "Project complexity mapping in five dimensions for complex transportation projects" *Journal of Management in Engineering*, 29(4), 316–326.

Shane, J., Lopez del Puerto, C., Strong, K., Mauro, K. and Wiley-Jones, R. (2012). "Retaining women students in a construction engineering undergraduate program by balancing integration and identity in student communities" *International Journal of Construction Education and Research*. 8, 171-185.

Owen, J., Ahn, J., Shane, J., Strong, K., and Gransberg, D. (2012). "Defining complex project management of large U.S. transportation projects: A comparative case study analysis" *Public Works Management and Policy*, 17, 170-188.

Brcnich, A., Shane, J., Strong, K., and Passe, U. (2011). "Using integrated student teams to advance education in sustainable design and construction" *International Journal of Construction Education and Research*, 7, 22-40.

Aveiga, F., Valverde, O., Jaselskis, E. and Strong, K. (2011). "Integration- communications training for improving productivity and conflict resolution strategies among culture and language diverse construction sites" *International Journal of Human resources Development and Management*, 11, 16-37.

McWhirt, D., Ahn, J., Shane, J.S., and Strong, K. (2011). "Military construction projects: Comparison of project delivery methods" *Journal of Facilities Management*, 9, 157 -169.

Gad, G. M., Kalidindi, S. N., Shane, J. S., and Strong, K. (2011). "Analytical framework for the choice of dispute resolution methods in international construction projects based on risk factors" *Journal of Legal Affairs and Dispute Resolution in Engineering and Construction*, 2, 79-88.

Shane, J., Strong, K., and Gransberg, D. (2011). "A multidimensional model of project leadership" *Leadership and Management in Engineering*, 11, 162-168.

Strong, K., Beck, D., Everett, K., Lyons, K., Mickelson, S. and Sanders, K. (2008). "Networking learning communities in engineering: Development of common outcome objectives for first-year students" *Journal of Learning Community Research*, 2, 17-42.

Jaselskis, E., Strong, K., Avieiga, F., Canales, A. and Jahren, C. (2008). "Successful workforce integration program to improve construction site performance" *Safety Science*, 46, 603-614.

Arpke, A. and Strong, K. (2006). "A comparison of life cycle cost analyses for a typical college dormitory using subsidized versus full-cost pricing of water" *Ecological Economics*, 58, 66-78.

Walck, C. and Strong, K. (2001). "Using Aldo Leopold's land ethic to read environmental history: The case of the Keweenaw forest" *Organization and Environment*, 14, 261-289.

Strong, K., Ringer, R. and Taylor, S. (2001). "THE rules of stakeholder satisfaction: Timeliness, honesty, and empathy" *Journal of Business Ethics*, 32, 219-230.

- Strong, K. (2001). "Time on a Lake", *Journal of Management Inquiry*, 10, 133.
- Strong, K. (2000). "An Examination of integrative social contracts theory: Social hypernorms and authentic community norms in corporate drug testing programs" *Employee Responsibilities and Rights Journal*, 12, 37-247.
- Strong, K. (2000). "A voice from the past: Aristotle on the mission of the firm" *Business and Professional Ethics Journal*, 19, 83-94.
- Strong, K. (2000). "Are employees losing stakeholder status? A commentary on research into the evolving nature of labor power in the global economy" *Journal of International Business and Economy*, 1, 57-68.
- Strong, K. and Weber, J. (1998). "The myth of the trusting culture: A global empirical assessment" *Business and Society*, 37, 157-183.
- Ringer, R. and Strong, K. (1998). "Managerial perceptions of change at a national laboratory" *Leadership and Organization Development Journal*, 19, 4-21.
- Strong, K. and Nicholson, J. (1998). "Managing in Eastern Europe: The challenge of establishing effective organizations in Russia" *Organization Development Journal*, 16, 75-82.
- Rudd, D. and Strong, K. (1997). "A new model of job training" *Journal of Employment Counseling*, 34, 123-132.
- De Castro, J., Meyer, G.D., Strong, K. and Uhlenbruck, N. (1996). "Government objectives and organizational characteristics: A stakeholder view of privatization effectiveness" *International Journal of Organizational Analysis*, 4, 373-392.
- Strong, K. (1996). "A postmodern feminist perspective on organizations in the natural environment: Rethinking ecology awareness" *Business and Society*, 35, 62-78.
- Graf, L., Hemmasi, M. and Strong, K. (1996). "Strategic analysis for resource allocation decisions in healthcare organizations" *Journal of Managerial Issues*, VIII, 92- 107.
- Strong, K. and Winchell, M. (1995). "A comparison of small and large business managers' attitudes toward innovation and the role of government in promoting technology" *Journal of Small Business Strategy*, 6, 109-120.
- Strong, K., Nicholson, J. and Nielsen, W. (1995). "Differences in work/family orientations: Workforces in Venezuela, Chile, Mexico, and the U.S." *Cross- Cultural Management: An International Journal*, 2, 17-24.
- Solberg, J., Strong, K. and McGuire, C. (1995). "Living (Not Learning) Ethics" *Journal of Business Ethics*, 14, 71-81.
- Carlin, W.C. and Strong, K. (1995). "A critique of Western philosophical ethics: multidisciplinary alternatives for framing ethical dilemmas" *Journal of Business Ethics*, 14, 387-396.

- Strong, K. and Weber, J. (1994). "Embedded cultural values and transaction cost advantages" *International Journal of Value Based Management*, 7, 207-218.
- Hemmasi, M., Graf, L., Strong, K., and Winchell, M. (1994). "Strategic implication of current small business waste reduction programs" *Journal of Small Business Strategies*, 5, 45-56.
- Strong, K. and Taylor, S.A. (1994). "A note on the measurement of service quality: A (friendly) critique of Stank" *Journal of Business Strategies*, 11, 76-82.
- Strong, K. (1994). "Collision course: Environmental regulations and economic alliances" *Business and the Contemporary World*, VI, 81-90.
- Hemmasi, M., Strong, K. and Taylor, S. (1994). "Measuring service quality for strategic planning and analysis in service firms" *Journal of Applied Business Research*, 10, 24-33.
- Strong, K. (1993). "Employment rights: A Lockean perspective" *Employee Responsibilities and Rights Journal*, 4, 175-185.
- Strong, K. and Meyer, G.D. (1992). "An integrative descriptive model of ethical decision-making" *Journal of Business Ethics*, 10, 45-50.

Refereed Chapters in Books (in print or accepted):

- Strong, K., Raadt, N. and Tometich, J. (2007). "Preference for A + B contracting techniques among state departments of transportation" in Molenaar, K.R., and Yakowenko, G. (eds) *Alternative Project Delivery, Procurement, and Contracting Methods for Highways*, pp 80-97; The Construction Institute of the American Society of Civil Engineers, Reston, VA.
- Strong, K. "DaimlerChrysler AG" (accepted in 2003). in *The Case for Sustainability*, Darden Press, University of Virginia, Charlottesville VA.
- Strong, K. and Carlin, W.C. (1992). "The shortcomings of philosophical ethics in the international marketplace: A multidisciplinary alternative." In Ludwig and Paul (Eds.), *Contemporary Issues in the Business Environment*, pp. 21-42. Mellon Press, Pittsburgh, PA.

Refereed Proceedings and Conference Presentations

- Besiktepe, D., Valdes-Vasquez, R., Strong, K., and Shuler, S. (forthcoming) "Operation and Maintenance Recommendations for Emergency Escape Ramps (EERs) located in Mountain States" Accepted for the 2020 Annual Meeting of the Transportation Research Board
- Besiktepe, D., Valdes-Vasquez, R., Shuler, S., and Strong K. 2019) "Spill Clean-up Recommendations for Emergency Escape Ramps (EERs): Western Mountain DOTs' Perspectives" *55th ASC Annual International Conference Proceedings*, Associated Schools of Construction, pp.703-710
- Choi, J.O., Shane, S., and Strong, K. (2018). Understanding Theory of Project Management for Complex Civil Infrastructure. *Construction Research Congress: Infrastructure and Facility Management*, pp.343-350
- Mani, M., Valdes-Vasquez, R. and Strong, K. (2018). How 4D Visualization and Simulation Enhances Work Zone Safety and Mobility Training. *54th ASC Annual International Conference Proceedings*, pp.388-395.
- Gopi, V., Senior, B., van de Lindt, J., Strong, K., and Valdes-Vasquez, R. (2017). Carbon Dioxide Equivalency as a Sustainability Criterion for Bridge Design Alternatives. *53rd ASC Annual International Conference Proceedings*, pp. 493-502.
- Gad, G., Shane, J. and Strong, K. (2016). Risk Based Estimating Practices: A Case Study of Minnesota department of Transportation. *Compendium of the 2016 Annual Meeting of the Transportation Research Board*
- Lopez del Puerto, C. and Strong, K. (2015). Lessons Learned from Co-Developing and Co-Implementing a Design-Build Course with the Construction Industry, *Proceedings of the American Society for Engineering Education*
- Gad, G.; Choi, J.; Shane, J. and Strong, K. (2015). Culture and Organizational Culture in the Construction Industry: A Literature Review. *Proceedings of the International Construction Specialty Conference*, Canadian Society of Civil Engineers
- Valdes-Vasquez, R., Lewis, A., and Strong, K. (2014). Rapid Highway Debris Removal System, *Annual Meeting of the Transportation Research Board*. Washington DC.
- Miller, M., Lopez del Puerto, C., Valdes-Vasquez, R., and Strong, K. (2014). Comparative Analysis Between AIA and DBIA Contract Documents. *Proceedings of the American Society for Engineering Education*, Indianapolis, IN
- Annis, I., Strong, K., Lopez del Puerto, C., and Atadero, R. (2013). Using Complexity Footprints to Manage Complexity in Construction Projects. *Transactions of the ACE International Conference*, Washington, DC

- Strong, K. and Lopez del Puerto, C. (2013). Improving Communication Skills of Construction Students by Linking English Courses in an Integrated First-Year Curriculum” *International Proceedings of Associated Schools of Construction 48th Annual Conference*, San Luis Obispo, CA
- Strong, K., Lopez del Puerto, C., Shane, J. and Miller, M. (2012). Designing to Budget: New Mississippi River Bridge Case Study. *Transactions of the AACE International Conference*, San Antonio, TX
- Mukhopadhyay, S, Shane, J. and Strong, K. (2012). Identifying and Assessing Risks and Proposing Risk Mitigation Strategies for Operations and Maintenance Activities in Highways: A Qualitative Method. *Proceedings of the 2012 Construction Research Congress*, West Lafayette, IN
- Mukhopadhyay, S., Shane, J. and Strong, K. (2012). Mobile Work Zone Risk Identification and Mitigation Strategies for Operations and Maintenance Activities. *Compendium of the 91st meeting of the Transportation Research Board*, Washington DC
- Mukhopadhyay, S., Shane, J. and Strong, K. (2011). Implementing an Enterprise Project Management System in a Large, Multidisciplinary Engineering Consulting Firm. *Proceedings of the Engineering Project Organizations Conference*. Estes Park, CO
- Ahn, J., Strong, K. and Shane, J. (2011). A Case Study of a Complex Project: Lewis and Clark Bridge Deck Replacement Project. *Proceedings of the 47th Annual International Conference of the Associated Schools of Construction*, Omaha, NE
- Owens, J., Shane, J., Strong, K., Ahn, J. and Gransberg, D. (2011). Resource Allocation for Complex Highway Projects. *Compendium of the 90th Meeting of the Transportation Research Board*, Washington DC.
- Shane, J., Enz, D. and Strong, K. (2010). Highway Work Zone Risk Assessment. *Proceedings of the Second International Conference on Transportation Construction Management*. Orlando, FL
- Azmy, N., Shane, J. and Strong, K. (2010). Adopting Construction Industry Institute (CII) Best Practices in Malaysia. *6th International Conference on Innovation in Architecture, Engineering & Construction (AEC)*, State College, PA
- Gad, G., Shane, J., and Strong, K. (2010). Effect of Culture on Selection of Dispute Resolution Methods in International Contracts. *Proceedings of the 2010 Construction Research Congress*, Banff, AB, Canada
- Strong, K. and Kaewmorachoen, M. (2009). Creating 3D Models From 2D Documents to Simulate Work Zone Constraints: A Test of Perceived Benefit to Cost. *Proceedings of the First International Conference on Transportation Construction Management*, Orlando, FL
- Owens, J., Shane, J. and Strong, K. (2009). Defining BIM’s Role in the Construction Industry. *Emerging Technologies Conference*, Ames, IA
- Enz, D., Shane, J., and Strong, K. (2009). An Integrated Risk Management Approach to Mitigating Work Zone Crashes. *Proceedings of the Midwest Transportation Research Conference*, Ames, IA

- Strong, K. and Kaewmorachoen, M. (2008). Differences in Perception of Value-Added From Work Zone Modeling and Visualization. *Proceedings of the Mid-Continent Transportation Research Forum*, Madison, WI
- Kaewmorachoen, M. and Strong, K. (2008). Feasibility of Visualization and Simulation Applications to Improve Work Zone Safety and Mobility. *Proceedings of the Canadian Society of Civil Engineers Annual Conference*, Quebec City, QC Canada
- Landau, C., Strong, K. and McDonald, T. (2007). Temporary Traffic Control and Enforcement of Traffic Laws in Closed Road Sections. *Proceedings of the Mid-Continent Transportation Symposium*, Ames, IA
- Strong, K. and Wiley Jones, R. (2006). Using Service Learning to Enhance Student Learning. *Collaboration Conference for the Advancement of College Teaching and Learning*, Bloomington, MN
- Strong, K., Raadt, N. and Tometich, J. (2005). Cost Effectiveness of Design-Build, Lane Rental, and A + B Contracting Techniques. *Proceedings of the Mid-Continent Transportation Research Symposium*, Ames, IA
- Strong, K. and Wiley Jones, R. (2005). A Model for Feed-Forward Assessment of Student Learning in an Industry Issues Course. *Proceedings of the Annual Conference of the International Association for Business and Society*, Santa Rosa, CA
- Rudd, D. and Strong, K. (2005). The United States Government's Public-Private Partnership Initiative: Identifying Institutional Barriers and Control Issues Threatening Success for Not-for-Profit and 'Faith-Based' Partner Organizations. *Proceedings of the Midwest Business Administration Annual Conference*, Chicago, IL
- Strong, K. (2002). Business Citizenship, Corporate Social Responsibility, and Environmental Stewardship", *Proceedings of the Annual Meeting of the International Association for Business and Society*, Victoria, BC; Canada
- Strong, K. (2000). DaimlerChrysler: Management of Differing Environmental Management Philosophies. *Academy of Management Case Colloquium*, Washington, DC
- Strong, K. and Rudd, D. (2000). Reinventing the Federal Government. *Proceedings of the Annual Meeting of the Academy of Management*, Washington, DC
- Strong, K., Hietapelto, A. and Ringer, R. (1998). A Strategic Development Model of Curriculum Redesign. *Proceedings of the Annual Meeting of the Academy of Management*, San Diego, CA
- Strong, K. and Ringer, R. (1997). Corporate Responses to Social Issues" *Proceedings of the Annual Meeting of the International Association for Business and Society*, Destin, FL
- Strong, K. and Nicholson, J. (1996). Managing in Eastern Europe: The Challenge of Establishing Effective Organizations in Russia." *Proceedings of the Midwest Business Administration Association Meeting*, Chicago, IL
- Strong, K. and Vician, C. (1996). Social Issue Resolution Using Group Decision Support System Technology. *Proceedings of the Midwest Decision Sciences Institute Meetings*, Indianapolis, IN

- Rudd, D. and Strong, K. (1996). A New Model of Job Training. *Proceedings of the Annual Meeting of the International Association for Business and Society*, Santa Fe, NM
- Nicholson, J., Strong, K. and Nielsen, W. (1994)" Differences in Work/Family Orientations: Workforces in Venezuela, Chile, Mexico, and the U.S." *Proceedings of the Annual Meeting of the International Association for Business and Society*, Hilton Head, SC
- Graf, L., Hemmasi, M. and Strong, K. (1994). Strategic Analysis for Resource Allocation Decisions in Healthcare Organizations. *Proceedings of the Annual Meeting of the Decision Sciences Institute*, Honolulu, HI
- Ringer, R. and Strong, K. (1994). Society's Side of the Social Contract: The Case of the Los Alamos National Laboratory. *Proceedings of the Annual Meeting of the International Association for Business and Society*, Hilton Head, SC
- Strong, K., Taylor, S.A. and Hemmasi, M. (1994). Measuring Service Quality for Strategic Planning and Analysis in Service Firms. *Proceedings of the Annual Meeting of the Midwest Academy of Management*, Chicago, IL
- Strong, K. and Meyer, G.D. (1994). A Test of Competing Propositions From Expert Decision Theory and Mimetic Decision Theory. *Proceedings of the Annual Meeting of the Midwest Academy of Management*, Chicago, IL
- Strong, K. and Meyer, G.D. (1993). A Retrospective Synthesis of the Empirical and Theoretical Research on Porter's (1980) Generic Strategies: The Role of Time and Leadership. *Proceedings of the Annual Meeting of the Midwest Academy of Management*, St. Louis, MO
- Strong, K. (1993). Circulation Economies and Ecology Management: The Need for New Business Paradigms in Education, Practice, and Research. *Proceedings of the Annual Meeting of the International Association for Business and Society*, San Diego, CA
- Strong, K. and Weber, J. (1992). Embedded Cultural Values and Transaction Cost Advantages. *Proceedings of the Annual Meeting of the International Association for Business and Society*, Leuven, Belgium
- Strong, K. (1992). Government Subsidies: Boon or Bane of Industry Progress? *Symposium Panel on Government Intervention in Technology Development*, Bi-annual Technology Conference, University of Colorado, Boulder, CO
- Strong, K. and Carlin, W.C. (1991). A Critique of Western Philosophical Ethics: Multidisciplinary Alternatives for Framing Ethical Dilemmas. *Proceedings of the Annual Meeting of the International Association for Business and Society*, Sundance, UT
- Strong, K. (1990). Employment Rights: A Lockean Perspective. *Proceedings of the Annual Meeting of the International Association for Business and Society*, San Diego, CA

Strong, K. and Meyer, G.D. (1990). An Analysis of Differences in Perception of Philanthropic Responsibility Between CEOs and Other Managers. *Proceedings of the Annual Meeting of the International Association of Business and Society*, San Diego, CA

Strong, K. and Meyer, G.D. (1990). An Integrative Descriptive Model of Ethical Decision-Making. *Proceedings of the Annual Meeting of the Academy of Management*, San Francisco, CA

Non-Refereed Journal Articles/Chapter/Proceedings/Transactions:

Strong, K. and Saunders, K. (2008). *A Protocol for Assessing Student Work in Learning Communities*. Learning Community Institute, Ames, IA

Russo, F., Wipf, T. Klaiber, F.W. and Phares, B. (2008). *Innovative Bridge Designs for Rapid Renewal*, International Bridge Conference, Pittsburgh, PA

Strong, K. and Wiley Jones, R. (2006). *Curricular Integration: Horizontal and Vertical Learning*”, Collaboration Conference, Bloomington, MN

Other Publications:

Strong, K. Valdes-Vasquez, R., and Shuler, S. (2018). *Evaluation of Emergency Escape Ramp Performance*, Final Report to Colorado DOT

Strong, K. Valdes-Vasquez, R., and Lewis, A. (2015). *Assessment of Rapid Highway Debris Removal*, Final Report to Colorado DOT

Shane, J., Strong, K. and Gransberg, G. (2014). *Final Research Report for Project Management Strategies for Complex Projects* Transportation Research Board, National Academy of Science-National Research Council Strategic Highway Research Program 2, Project R10

Shane, J., Strong, K. and Gransberg, G. (2013). *Project Management Strategies for Complex Projects; Demonstration Projects* Transportation Research Board, National Academy of Science-National Research Council Strategic Highway Research Program 2, Project R10

Shane, J., Strong, K. and Gransberg, G. (2012). *Guidebook for Project Management Strategies for Complex Projects* Transportation Research Board, National Academy of Science-National Research Council Strategic Highway Research Program 2, Project R10

Strong, K., Shane, J. (2011). *Risk Mitigation Strategies for Operations and Maintenance Activities*” Iowa Highway Research Board

Shane, J., Strong, K. and Gransberg, G. (2010). *Case Study Report for Project Management Strategies for Complex Projects* Transportation Research Board, National Academy of Science-National Research Council Strategic Highway Research Program 2, Project R10

- Strong, K. and Shane, J. (2009). *Integrated Risk Management System for Improving Internal Traffic Control, Work Zone Safety and Mobility During Major Construction* Midwest Transportation Consortium
- Enz, D. Shane, J., and Strong, K. (2009). *An Integrated Risk Management Approach to Mitigating Work Zone Crashes* Midwest Transportation Consortium
- Strong, K., Kandil, A., Jaselskis, E., Jahren, C., and Kaewmorachoen, M. (2008). *Feasibility of Visualization and Simulation Applications to Improve Work Zone Safety and Mobility*, Smart Work Zone Deployment Initiative
- Maze, T., Strong, K., and Kandil, A. (2007). *Flexible Start/Fixed Duration Contracting for Construction of Transportation Projects: A Case Study of the Paseo Bridge Smart Work Zone Deployment Initiative*
- Strong, K., Landau, C. and McDonald, T. (2007).. *Temporary Traffic Control and Enforcement of Traffic Laws in Closed Road Sections* Smart Work Zone Deployment Initiative
- Strong, K. and Behling, K. (2005). *Managing the Project: The Project Supervisor's Role*, Associated General Contractors of America Supervisory Training Program, Unit 8
- Strong, K. (2005). *Performance Effectiveness of Design-Build, Lane Rental, and A+B Contracting Techniques* Minnesota Department of Transportation
- Strong, K. and Behling, K. (2005). *An Econometric Analysis of the Cost Impact of Implementing an Electronic Documentation System for Construction Projects* Emerging Growth Group & the Institute for Physical Research and Technology Company Assistance
- Strong, K. and Klippel, R.E. (2001). *Benchmarking Entrepreneurship Education Programs* Kaufman Foundation

CONTRACTS & GRANTS

Externally-Funded Projects as PI:

- 2016 “Evaluation of Emergency Escape Ramp Performance” Kelly Strong (PI), Rodolfo Valdes, and Scott Shuler, ~\$73,000
- 2013 “Best Practices for Debris Removal” Kelly Strong (PI) and Rodolfo Valdes, Colorado Department of Transportation, \$44,352
- 2010 “Risk Mitigation Strategies for Operations and Maintenance Activities.” Kelly Strong (PI) and Jennifer Shane, Iowa Highway Research Board, \$79,826
- 2010 “Risk Mitigation Activities to Improve Safety of Transportation Operations and Maintenance Activities.” Kelly Strong (PI) and Jennifer Shane, Midwest Transportation Consortium, \$29,547
- 2008 “Application of Visualization and Simulation Program to Improve Work Zone Safety and Mobility” Kelly Strong (PI), Amr Kandil, and Ed Jaselskis, Midwest Transportation Consortium Smart Work Zone Deployment Initiative, \$52,404
- 2008, “Mitigating Work Zone Fatalities and Accidents Through Innovative Project Administration and Management.” Kelly Strong (PI) and Jennifer Shane, Midwest Transportation Consortium, \$33,891
- 2007 “Feasibility of Visualization and Simulation Applications to Improve Work Zone Safety and Mobility.” Kelly Strong (PI), Ed Jaselskis, Charles Jahren, and Amr Kandil, Midwest Transportation Consortium Smart Work Zone Deployment Initiative/ Iowa DOT, \$47,894
- 2006, “Traffic Control and Enforcement in Closed Road Sections.” Kelly Strong (PI) and Tom McDonald, Midwest Transportation Consortium Smart Work Zone Deployment Initiative, \$47,583
- 2005, “Revision to Unit 8 of the Supervisory Training Manual.” Kelly Strong (PI), Associated General Contractors of America, \$31,100
- 2004, “Comparison of A + B Contracting, Lane Rental, and Design Build.” Kelly Strong (PI) and Tom Maze, Minnesota Department of Transportation, \$86,213
- 2003, “Measuring and Predicting Improvement in Project Management and Job Closeout Productivity from Implementing an Electronic Project Document Database.” Kelly Strong (PI), Emerging Growth Group and the Institute for Physical Research and Technology Company Assistance, \$34,349
- 2000, “Development and Delivery of Course Modules on Entrepreneurship for Integration into the Engineering Enterprise Curriculum.” Kelly Strong (PI) and Gene. Klippel, Coleman Foundation, \$25,000

Externally-Funded Projects as co-PI:

- 2015, “Success Factors of Transit Oriented Development” Mehmet Ozbek and Kelly Strong (co-PI), Mountains and Plains Consortium, ~\$35,000
- 2012, “Risk-Based Engineers Estimates.” Jennifer Shane, Ghada Gad, and Kelly Strong (co-PI), Minnesota Department of Transportation, ~\$112,000
- 2012, “Design Build Education Bootstrapping Grant”, Carla Lopez del Puerto and Kelly Strong (co-PI), Design Build Institute of America/Charles Pankow Foundation, \$10,000
- 2012, “Project R10 Project Management Strategies for Complex Projects; Demonstration Projects.” Jennifer Shane and Kelly Strong (co-PI), Transportation Research

- Board, National Academies of Science-National Research Council, Second Strategic Highway Research Program, ~ \$400,000
- 2010, “Integrated Risk Management System for Improving Internal Traffic Control, Work Zone Safety and Mobility During Major Construction.” Jennifer Shane and Kelly Strong (co-PI), Midwest Transportation Consortium Smart Work Zone Deployment Initiative, \$50,474
- 2008, “Project R10 Project Management Strategies for Complex Projects.” Jennifer Shane, Kelly Strong (co-PI), and Doug Gransberg, Transportation Research Board, National Academies of Science-National Research Council Second Strategic Highway Research Program, ~\$1,250,000
- 2007, “Agristrand Soy Board Refining and Prototyping: A Biomass-Utilization and Bio-material Development Industry-University Partnership.” Ray Hansen, Dan Burden, David Myers, and Kelly Strong (co-PI), State of Iowa, Department of Economic Development, Demonstration Grant Program, ~\$125,000
- 2006, “Work Zone Forecasting System.”, Zach Hans, Tom Maze, and Kelly Strong, (co-PI), Midwest Transportation Consortium Smart Work Zone Deployment Initiative, Variable dollar service contract
- 2006, “National Project on Assessing Learning in Learning Communities.” Kevin. Saunders, Kelly Strong (co-PI), Gail Nonnecke, Corly Brooke, Steve Mickelson, Steve Freeman, Anne Oldham, Washington Center, \$2000
- 2005, “Asset Management Strategies to Mitigate Freeway Work Zone Congestion.” Tom Maze and Kelly Strong (co-PI), Midwest Transportation Consortium Smart Work Zone Deployment Initiative, \$50,000

Externally-Funded Projects as Investigator or role other than PI or coPI

- 2016, “Project Management Update to the Iowa DOT Project Development Manual” Jennifer Shane (PI) Kelly Strong (subcontractor)
- 2016, “Disadvantaged Business Enterprise Support Services for Iowa DOT” Jennifer Shane (PI) Kelly Strong (subcontractor)
- 2011, “Project 10-85 Best Practices for Construction Management General Contracting.” Doug Gransberg (PI) et al. Kelly Strong (Technical Advisor), Transportation Research Board, National Academies of Science-National Research Council National Cooperative Highway Research Program,
- 2008, “Solar Decathlon.” Ulrike Passe (PI) et al, K. Strong (technical advisor), Department of Energy National Renewable Energy Laboratory, Department of Energy competitive grant
- 2007, “Innovative Bridge Designs for Rapid Renewal” HNTB Corp et al. Kelly Strong (Technical Advisor), Transportation Research Board, National Academies of Science-National Research Council Second Strategic Highway Research Program,

Internally-Funded Awards:

- 2016, "Facilities Cost Review" Facilities Management Department, Colorado State University, ~\$18,000
- 2007, "Construction Engineering Cornerstone Learning Community." (proposal submitted by Kelly Strong (PI) & Rhonda Wiley-Jones; program implemented by C. Jahren), Center for Teaching Excellence, Iowa State University \$16,470
- 2006, "Construction Engineering Cornerstone Learning Community." Kelly Strong (PI) and Rhonda Wiley Jones Center for Teaching Excellence, Iowa State University, \$12,000
- 2005, "Civil Engineering Learning Community." Kelly Strong (PI) and Rhonda Wiley Jones Center for Teaching Excellence, Iowa State University, \$5,000
- 2005, "Construction Engineering Cornerstone Learning Community." Kelly Strong (PI) and Rhonda Wiley Jones, Center for Teaching Excellence, Iowa State University, "\$10,000
- 2004, "Construction Engineering Cornerstone Learning Community." Kelly Strong (PI) and Rhonda Wiley Jones, Center for Teaching Excellence, Iowa State University, \$7,840
- 2001, "Faculty General Education Development for 'Perspectives on Inquiry' Course" Kelly Strong (PI), Michigan Technological University, "\$3,000
- 2000, "Faculty General Education Development for 'Perspectives on Inquiry' Course." Kelly Strong (PI), Michigan Technological University, \$3,000
- 1999, "Faculty Scholarship Grant to Investigate German Industrial Recycling Legislation as Follow-up to 'Green-Dot' Laws." Kelly Strong (PI), Michigan Technological University, \$6000
- 1996, "Development of the Teams Effectiveness Challenge (TECH) Course to Incorporate Experiential Learning and Leadership Development into University Curricula." Kelly Strong (PI) and Steve Tyrell Michigan Technological University, \$10,000

INVITED LECTURES/PROFESSIONAL MEETINGS/WORKSHOPS

- November, 2015 "The Social Network of Integrative Design" with Brian Dunbar and Jennifer Cross, presentation at the national conference and expo of Design Build Institute of America (refereed- only 24 of 96 submitted presentations were selected for the national meetings)
- January, 2015 invited guest lecture "Hybrid Contracting and Top Down Estimating" EMEN 4100, University of Colorado Boulder College of Engineering,"
- September, 2012 invited subject matter expert, "Second Strategic Highway Research Program (SHRP 2) Renewal Implementation Planning Workshop." National Academies of Science, Washington DC
- October, 2010, invited subject matter expert, Federal Highway Administration panel on Guidance for Workzone Crash Data Analysis, Washington, DC

August 2008, presentation preparation w/ Russo, F., Wipf, T. Klaiber, F.W. and Phares, B.
“Innovative Bridge Designs for Rapid Renewal”, International Bridge Conference,
Pittsburgh, PA,

September, 2008, invited speaker (w/ K. Saunders), “A Protocol for Assessing Student
Work in Learning Communities” Learning Community Institute, Ames, IA,

October, 2008 invited speaker, “Strategic Planning for Small Construction Businesses.”
Construction Essentials Seminar Series-Master Builders of Iowa,

December, 2008 invited speaker, “Personality Type and Project Management.” Master
Builders of Iowa Project Management Academy,

June, 2007 committee member, Design Build Institute of America National Conference
Program Committee for annual meeting in Las Vegas, NV

September, 2007 invited speaker, “First-Year Curricular Integration Through Learning
Communities.” Dialogue II on Engineering Education: The Role of the First Year,
University of Notre Dame, 2007 (with Rhonda Wiley Jones)

April 2006 invited speaker, “Construction Ethics.” Cornerstone Seminar Series, Master
Builders of Iowa

August 2006, invited panelist, “*Curricular Integration: Horizontal and Vertical Learning*”,
Collaboration Conference, Bloomington, MN,

December, 2006 invited speaker, “Personality Type and Project Management.” Master
Builders of Iowa Project Management Academy,

December, 2005 invited speaker, “Personality Type and Project Management.” Master
Builders of Iowa Project Management Academy,

March, 2005 invited guest lecture, “Emerging Trends in Construction Engineering
Research.” University of the Yucatan, Merida, Mexico,

March 2005, Program chair, 15th meeting of the International Association for Business and
Society, Jackson Hole, Wyoming

April, 2005 invited speaker “Construction Ethics.” Cornerstone Seminar Series, Master
Builders of Iowa

April, 2004 invited speaker, “Construction Ethics.” Cornerstone Seminar Series, Master
Builders of Iowa

December, 2004 invited speaker, “Personality Type and Project Management.” Master
Builders of Iowa Project Management Academy

August, 2003 Doctoral student consortium faculty panelist “Multidisciplinary Research in
Social Issues.”, Academy of Management annual meeting, Seattle, WA

August, 2002 Doctoral student consortium faculty panelist “Multidisciplinary Research in
Social Issues.”, Academy of Management annual meeting, Denver, CO

June, 2002, Invited panelist, Corporate Reputation Conference, Cedar Falls, IA

June, 2000, Invited panelist, Social Performance Measurement Conference, Boston, MA

SECTION 3: Evidence Of Teaching And Advising Effectiveness

TEACHING:

Undergraduate Classes taught:

Introduction to Construction/Engineering Orientation/Learning Community
Construction Law and Documentation
Senior Project (Capstone)
Construction Estimating (Introduction and Advanced)
Scheduling and Project Control
Construction Management
Productivity and Innovation in Construction Operations
Construction Contracts and Project Administration
Financial Management for Construction Operations
Design Build Delivery Systems
Engineering Law
Project Management
Strategic Leadership in Engineering
Contractor Organization and Management
Strategic Planning
Entrepreneurship
Individual and Group Problem Solving

Graduate Classes taught:

Research Methods
Advanced Project Management
Applied Project Management
Contractor Organization and Finance
Issues and Trends in Construction
Construction Industry Best Practices (by CII)

Teaching evaluations are consistently in the upper quartile of department distribution

Examples of Course Improvements:

Worked with Pinkard Construction Company to incorporate project document and control examples into assignments for construction law and project administration class at Colorado State University
Implemented Asta in the scheduling class at Colorado State University as the new project management software for the lab portion of the class
Implemented industry partnership case study in the construction law and project administration class at Colorado State University

Development of New Courses:

Developed a new Senior Projects class at University of Northern Iowa
Developed new course in Design Build Delivery Systems with Carla Lopez del Puerto, which had a strong industry partnership component

Integration of Service Learning:

The first year Learning Community developed at Iowa State University had a service learning assignment involving construction projects for local non-profit organizations

Participation in Professional Development Activities Related to Teaching:

I completed the university curriculum program offered by Design Build Institute of America which qualifies me to offer DBIA classes leading to professional certification

Professional Consultation Related to Teaching:

Workforce Development Analysis for Minnesota consortium of public agencies.

DBE training development for Iowa DOT.

Associated General Contractors of America as the lead developer of the Project Manager Development Program, a five module, 80 hour program leading to AGC Project Manager Development Program Certificate of Completion.

Corporate training and education programs as outlined in Section 4.

Curricular Development Activities**University of Northern Iowa**

2017 Revised the productivity and innovations class and the construction law class

Colorado State University

2014 Led the implementation of new scheduling software (ASTA) in student lab

2013 Developed and delivered a new course on Design Build Delivery Systems

2012 Revised the Applied Project Management class to focus on large, complex projects

Iowa State University

2008 Developed distance education offering of CE 503

2007 Lead development of the integrated capstone class (CE 485/ Con E 487)

2007 Developed Construction Engineering 380 (Law) as a dual on-campus/ distance education course to be offered each summer.

2007 Developed distance education offering of CE 502

2007 Distance education offerings of Con E 380, CE 502 and CE 503

2006 Lead effort to establish CE Learning Community

2006 Continued growth of Con E Cornerstone Learning Community by adding a section for transfer students

2006 Participated in Washington Group National Study on Assessment of First Year Programs

2006 Invited by the English Department to participate in an assessment workshop aimed at improving instruction in community colleges in the State of Iowa

2006 College of Engineering Learning Community Teaching Team

2006 College of Engineering Common Learning Community Outcomes Task Force

2006 Assisted with development of Design-Build focus in CE 485 in preparation for integration with Con E 487

2005 Worked with the English Department to develop a section of first-year English dedicated to Construction Engineering students and linked to the Cornerstone Learning Community, with shared assignments and readings

2005 College of Engineering Learning Community Teaching Team

2005 Development of Market Study for Construction Engineering Distance Education Masters of Civil Engineering Program

2004 College of Engineering Learning Community Teaching Team

2004 Development of new course Construction Engineering Cornerstone Learning Community

UNDERGRADUATE STUDENT ADVISING:

At University of Northern Iowa, I have 45 advisees assigned to me. The Construction Management Department at Colorado State University did not utilize faculty advising. At Iowa State University, I advised approximately 30 Construction Engineering undergraduate students per year from 2004-2011.

GRADUATE STUDENTS (thesis or dissertation advisor/co-advisor):

- Mark Taylor MSCM 2019
- Saurabh Alnewar MSCM 2018
- Eeswar Alluri MSCM 2018
- Pradnyesh Rodke MSCM 2017
- Avi Sharma MSCM 2016
- Anuj Marather MSCM 2016
- Anuj Marathe MSCM 2015
- Jiawei Fan, MSCM 2015
- Laura Bently, MSCM 2014
- Michael Hall, MSCM 2014
- Lisa Quiroga, MSCM 2014
- Sereyrithy Chhun, MSCM 2014
- Brad Perkins, MSCE 2010
- Sayanti Mukhopadhyay MSCE 2010
- Dan Enz, Ph.D. May 2009
- Manop Kaewmorachoen, Ph. D. 2008
- Tong Wang, MSCE 2009
- John Owens, MSCE 2010
- Aaron Brnich, MSCE 2009
- Darren McWhirt, MSCE 2007
- James Tometich, MSCE 2006
- Nathaniel Hagberg, MSCE 2006
- Nolan Raadt, MSCE 2005
- Tolga Mecoc MSCE 2004
- Angela Arpke MSCE 2003

Service on Dissertation/Thesis Committees Serving Other than Advisor

- Kurt Azevedo Ph.D. 2017
- Aura Kelly MSCE 2017
- Akanksha Sinha MSCM 2016
- Sanjeev Yogi MSCM 2017
- Bashir Amadi MSCE 2016
- Lena Hartung MSCE 2016
- Sri Venuri MSCE 2016
- Vaishak Gopi MSCE 2016
- Karly Rager MSCE 2016
- Paula Miller MSCE, 2014
- Guo Cheng, MSCE 2014
- Scott Anundsen, MSCM 2014
- Jon Elliott Ph.D. 2013

- Whitney Achter MSCE 2013
- Jose Mazariegos MSCE 2013
- Thomas Wilson MSCE 2013
- Tarek Mahfouz, Ph.D. 2010
- Larry Cormicle, MSCE 2010
- Dan Frohardt, MSCE 2010
- Islam, El-adaway, Ph.D. 2008
- Cole Landau, MSCE, Dec. 2006
- Nathan Card, MSCE, May 2006
- Augusto Canales, Ph.D., May 2005
- Jon Wiegand, MSCE, May 2005
- Diane Strawn MSCE June 2004
- Ryan Doyle MSCE May 2003 (Michigan Technological University)
- Hafiz Hamir, MSCE May 2003 (Michigan Technological University)
- Rhett Gronevelt, MSCE, Dec. 1999 (Michigan Technological University)

POST-DOCTORAL STUDENTS/RESEARCH ASSOCIATES:

2009 Junyong Ahn, Post Doctoral Researcher in Civil Engineering, Iowa State University

SECTION 4: Evidence of Outreach/Service

SERVICE (PUBLIC, PROFESSIONAL/DISCIPLINARY, AND UNIVERSITY)

COMMITTEES

University Committees:

University of Northern Iowa

2019 University Curriculum Committee
2018-2019 Intercollegiate Athletics Advising Council

Iowa State University

2009 Athletics Council
2009 NCAA Rules Compliance Liaison
2009 Academic Integrity Subcommittee
2008-2009 Senate Business and Finance Committee
2005 University Task Force on Instructional Technology

Michigan Technological University

2000-2002 University Senate
2001-2002 Institutional Planning Committee
2000-2002 MTU Chapter of Habitat for Humanity
1996-1997 Leadership Institute

College Committees:

University of Northern Iowa

2018-2019 College of Humanities Arts and Sciences Senate

Colorado State University

2011-2015 Tenure and Promotion Advisory Committee
2013-2016 Diversity Committee

Iowa State University

2007-2008 Professional Development Committee
2006-2007 Learning Community Task Force
2006-2007 Common Outcomes Task Force

Michigan Technological University

1997-2002 Sigma Tau Gamma Academic Advisor

Departmental Committees (multiple search committee service not listed):**University of Northern Iowa**

2017- 2019 Curriculum Committee (2017/2018 chair)
2017-2019 Professional Assessment Committee (2019 Chair)
2017-2019 Evaluation Process Task Force

Colorado State University

2011- 2016 Tenure and Promotion Committee
2011-2016 Graduate Program Committee
2012 Department Code Revision Task Force

Iowa State University

2009 Faculty Council
2008-2009 ADVANCE Committee
2005-2009 Construction Engineering Curriculum Committee
2007-2009 Construction Engineering Honors Program Representative
2008-2009 CCEE Capstone Committee
2007-2009 CCEE Capstone Committee
2004-2009 Faculty Advisor, DBIA Student Chapter
2007-2009 Construction Engineering Graduate Program Coordinator
2007 CCEE Integration Committee
2006-2008 Emerging Issues Subcommittee of the Construction Engineering Industry
Advisory Committee
2004-2005 CCEE Safety Committee

Michigan Technological University

2002 Department of Civil and Environmental Engineering Budget Committee
2000-2002 School of Business and Economics Strategic Planning Committee
1996-1999 School of Business and Economics Recruiting Committee
1995-1997 School of Business and Economics SBE Curriculum Committee
1995-2002 School of Business and Economics Phi Beta Lambda faculty advisor

PROFESSIONAL AFFILIATIONS AND ACTIVITIES

Memberships and Participation in Professional Societies (current and prior)

Design Build Institute of America
Associated Builders and Contractors
American Society of Civil Engineers
Associated General Contractors of America
American Institute of Contractors
Associated Schools of Construction
International Association for Business and Society
Academy of Management

Conference Organizing

2007-2019 Design Build Institute of American Annual Convention and Expo Planning Committee
2011 Construction Management Research Symposium, Denver, CO
2008 Iowa DOT/FHWA Accelerated Bridge Construction Peer Exchange Conference, Des Moines, IA
2008 Conference Planning Committee, 2008 International Conference on
2003 International Association for Business and Society, Conference Chair,
1997 International Association of Business and Society, pre-conference program coordinator

Offices held in Professional Societies

2013-2014 Board of Directors, Rocky Mountain Region DBIA
2011-2018 Student/Academia Outreach Committee, Design Build Institute of America
2005-2010 National Education Committee, Design Build Institute of America
2008-2009 Board of Directors, National Design Build Institute of America
2008 President, Design Build Institute of America-Iowa Chapter
2007 Vice President, Design Build Institute of America-Iowa Chapter
2007-2008 Sustainability Community of Practice, Construction Industry Institute
2006 Chair, Universities Committee, Design Build Institute of America
2006 Jobs Analysis Advisory Panel for the Designated Design Build Professional Certification Program, Design Build Institute of America
2006-2009 Design Build Institute of America- Iowa Chapter Steering Committee
2005 President, International Association for Business and Society
2004 Vice President, International Association for Business and Society
2003 Program Chair, International Association for Business and Society
2002 Michigan Tech Enterprise Corporation Board of Directors,
2002-2007 International Association for Business and Society Board of Directors
1998-2001 Vocational Strategies Inc. Board of Directors, 1998-2001
2007-2009 Design-Build Task Force, Transportation Research Board of the National Academies
2007-2009 Iowa Chapter of Design Build Institute of America, Legislative Committee
2007-2009 Sustainability Community of Practice, Construction Institute of America
2006-2007 Education Committee, Design-Build Institute of America
2005 Chair, Universities Committee, Design-Build Institute of America
2000-2002 Research Committee, Social Issues in Management Division, Academy of

Management
1998-2002 Visibility Committee (Chair), International Association for Business and Society
1999-2001 Audit Committee, International Association for Business and Society
1997-2000 Newsletter editor (electronic and paper versions) for International Association for Business and Society
1997-2000 Greening Committee co-chair, Social Issues in Management, Division of the Academy of Management

Review/Editorial Boards

2007-2010 Assistant Specialty Editor, ASCE *Journal of Construction Engineering and Management*
1992-2002 Member, Editorial Board, *Journal of Business Strategies*, 1992-2002

Grant Review Panels

Hong Kong Research Council, 2011-2019

Manuscript Refereeing

Journal of Construction Engineering and Management
International Journal of Engineering Education and research
Canadian Journal of Civil Engineering
Journal of Architectural Engineering
ASCE Special Issue on Innovative Contracting
Business and Society
Journal of Learning Communities Research
Journal of Business Ethics
Journal of Managerial Issues

Conference/Proceedings Reviews

Construction Research Congress
Associated Schools of Construction
International Association for Business and Society
National Academy of Management Meetings
Mid-Continent Transportation Research Symposium
Learning Community Institute

OTHER ACTIVITIES/ACCOMPLISHMENTS-SERVICE/OUTREACH

Consultations Related to Professional Expertise

- Colorado State University Facilities Management, design-build procurement
- Rider Levett and Bucknall, project planning and scheduling,
- Federal Highway Administration, project management,
- Transportation Research Board, project management,
- Design Build Institute of America, risk management,

- Cedar Falls Iowa School District, project partnering,
- ESI, strategic planning,
- Associated General Contractors of America, development of a Project Management Curriculum,
- ESI, strategic planning,
- United Contractors, project partnering,
- Russell Company, Design-Build project partnering,
- Peterson Contractors Inc/ Geopier Foundation Corp.- Design-Build partnering,
- Illinois Department of Transportation, project partnering,
- Iowa Department of Transportation and the American Council of Engineering Companies, Des Moines, IA,
- Weitz Construction Company, Des Moines, IA historical cost trend analysis
- Ryan Companies US, Des Moines, IA, pre-construction planning
- L & L Builders, Sioux City, IA, - strategic planning
- Illinois Department of Transportation, Moline, IL Project partnering
- Decorah School District, Decorah IA, project partnering
- Somero Enterprises, Houghton, Michigan,, Teamwork and leadership development seminars
- Hamar Quandt Company, Iron Mountain, Michigan. Organizational restructuring
- Hamar Quandt Company, Iron Mountain, Michigan, Strategic planning
- Opus Corporation, Minneapolis, Minnesota, Pre-construction scheduling and capital budgeting for a \$150 million real estate development project.
- Ryan Companies, Minneapolis, Minnesota. Project management training
- Opus Corporation, Minneapolis, Minnesota. Directed preliminary capital cost assessment for a major (\$175 million) real estate development project.
- IXL/IdealDial Corporation, Golden, Colorado. Designed and implemented primary public opinion research program.
- Corboy and Associates, Denver, Colorado. Preliminary examination of the Colorado ski industry for use in the preparation of a capital restructuring proposal.