



## Funded Studies Committee Charter

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### CII Standing Committees

#### Funded Studies Committee (FSC)

##### Purpose

The Funded Studies Committee is a standing committee responsible for planning and administering overarching funded Research on behalf of all members of the Institute. The fundamental intent of a CII funded study is to create and drive value to the business communities represented across CII's membership. In this pursuit, the Funded Studies Committee (FSC) also works with the Sector Leadership Committee (SLC) and the Sector Committees (SCs) to assist in the planning and administration of sector-specific research studies, including Principal Investigator (PI) pre-qualification, request for proposal, and proposal evaluation. (Refer to the organization chart.)

Academically rigorous research remains central to CII's benefit to the capital projects industries we serve through:

- Selection of research directly useful to different industry groups and based on their specific requirements. Research can be defined generally as: studious inquiry or examination; especially: investigation or experimentation aimed at the discovery and interpretation of facts, revision of accepted theories or laws in the light of new facts, or practical application of such new or revised theories or laws. (Merriam-Webster)
- Research that is valuable for the industry sectors by being tied to their needs.
- Involvement of academics, CII staff, and members to achieve greater innovation, diversity of thought, and business impact.
- Early termination of any overarching research that is not fully formed, or will not meet a minimum value threshold. The FSC may make early termination recommendations for FSC and SC funded research.

The FSC will be a driving force for:

- Maintaining high standards of academic research discipline
- Supporting development of innovative research questions
- Generating business value for the member companies.
- Selecting relevant research that has the potential to bring value through implementation
- Planning and administering overarching funded studies (research) for the member companies
- Supporting research studies generated by the SCs
- Providing advice, counsel, and support to all Research Teams (RTs) to encourage their successful production of the expected CII-quality research deliverables
- Pre-qualifying high-performance principal investigators.



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## Structure

The Committee will ideally limit itself to ~20 Members made up of two members representing each sector (one owner, one contractor) as well as nine “at large” members (three owners, three contractors, three academics).

The FSC will have a Chair, Vice Chair, and Academic Advisor that serve two-year terms, with the Vice Chair promoting to the vacant Chair position. The Chair and Vice Chair will represent the different membership groups (i.e., one owner, one contractor).

The Academic Advisor will come from the academic community and represent the academic aspects of the Committee’s research support. CII primarily supports the Academic Advisor through provision of travel funds to attend meetings.

## Scope

The Committee’s scope will reflect the needs of sector member companies’ businesses through improved capital usage. Keeping this in mind, the FSC must align research selections with sector needs, to meet criteria for innovation, business value, and impact through implementation. The FSC will oversee all research studies undertaken by CII to ensure that innovative products are produced with consistently high quality and presentation attributes. Each sector will self-manage its small studies with governance from the FSC.

- The FSC will direct overarching CII research projects, conducted by research teams. (Refer to the Research Team section for details on RTs.)
- The FSC will assure consistent quality and content of all research studies and other published works, including the validation of any software tools developed, to perpetuate the brand recognition associated with CII research products.
- The FSC will focus on sound applied research, methodology, and validated results, rather than getting a team to focus on a “tool.” Tools should only be developed if they can be easily adapted and used across all sectors.
- For CII commitments identified as research projects, RT co-chairs will liaise with an FSC sponsor team to ensure viable progress and that research is on track with proposals at RT/FSC established milestones and prior to quality review submittal.
- The FSC may use a stage gate process to enable the Board of Advisors to prioritize major research projects. Final funding decisions will be based on available budget, availability of external funding, quality and innovation of early RT findings, and initial research development. Only research topics that exceed the minimum value threshold will receive funding.
- The FSC will facilitate development of the essential research “question,” pre-qualify academics to serve as Principal Investigators (PI) on research studies, select the most qualified PI proposal, and examine the technical quality of research.
- The FSC will serve in an advisory capacity, as part of the research steering team for unsolicited and/or strategic funding proposals, either initiated by CII or that will be branded as CII. These initiatives may not fit the standard research team format.
- The FSC will support efforts by RTs and its members to secure external funding.
- The FSC will promote CII through a visible and active presence at academic conferences and associations (e.g., the Construction Research Congress).



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### Deliverables

The Committee's primary role is the delivery of valuable, innovative research findings. The creation of processes dedicated to the identification, prioritization, and selection of research topics will be supported by the FSC, but ultimately determined by the BOA or the Sectors.

The FSC plans and orchestrates the creation of research teams as necessary and oversees research activities through to their successful completion.

The FSC maintains a current status of all research and is able to report this and any anomalies to planned progress to the Executive Committee, to meet agreed-to milestones.

The FSC also works with selected Associate Directors and their designees regarding academic participation, to assign appropriate academic personnel to funded studies, and to assure the high quality of research required of CII products. (Note: the Funded Studies Committee will support all research activities and also support, on an as-requested basis, projects that are not deemed to be research studies.)

The FSC will ensure that the concepts of product review for excellence are incorporated into all research team work. The goal of the RTs is to publish results which are fully formed, including tutorials, training videos, and other RT deliverables.

The FSC will support the Annual Conference Committee during the following, as needed:

- Annual Conference (**virtual**) tryouts, rehearsals, etc.
- Academic poster/presentation sessions during annual conferences and/or Board of Advisor meetings
- Selection process for the nominations and selections for the Outstanding Researcher and Outstanding Graduate Research Assistant awards

### Role – Accountabilities

The Committee works with the Associate Director for Funded Studies and the academic community of The University of Texas and associated institutions of higher learning. The primary "client" of this committee's work are the industry sectors, collectively and individually.

### Associate Director for Funded Studies

CII operates as the research and development center for the capital projects industry. As such, the AD for Funded Studies is responsible for several key CII functions:

1. Administering funded studies, whether they are funded through member resources or external grants
2. Maintaining relationships with researchers, ensuring their work supports the capital projects industry
3. Identifying and developing funding opportunities from research sponsors, which may include governments, industry, universities, and associations
4. Coordinating and allocating financial and other resources to the pursuit of research topics, which may be overarching or industry sector-specific



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5. Assuring that high academic rigor is maintained in all aspects of CII funded studies
6. Overseeing assignments to research teams and ensuring that universities are appropriately represented in the delivery of funded research
7. Maintaining academic relationships (supporting the Director) with The University of Texas at Austin and other institutions of higher learning
8. Managing and administering North American alliances. [The Director, working in concert with the Executive Committee (XC), approves alliances. International alliances are managed and administered by the AD for Professional Development.]

### **Funded Studies Committee Chair**

The Chair's duties and responsibilities include, but are not limited to, the following:

1. In consultation with the Associate Director or other committee members, schedule dates, times, and locations for meetings.
2. Ensure that meetings are called and held in accordance with the FSC's Charter.
3. In consultation with the Associate Director, establish and confirm an agenda for each meeting.
4. Ensure that the meeting agenda and relevant documents are circulated to committee members 3-5 days in advance of the meeting.
5. Officiate and conduct meetings.
6. Provide leadership and ensure that committee members are aware of their obligations and that the committee complies with its responsibilities.
7. Ensure that there is sufficient time during the meeting to fully discuss agenda items.
8. Ensure that discussion on agenda items is on topic, productive and professional.
9. Ensure that the minutes are complete and accurate, retained, included, and reviewed at the next meeting.
10. Delegate responsibilities to committee members.
11. Report the work of the committee to the Executive Committee.

### **Funded Studies Committee Vice Chair**

The Vice Chair's duties and responsibilities include, but are not limited to, the following:

1. Assume the role and responsibilities of the Chair in their absence.
2. Transition into the Chair role at subsequent vacancy.

### **Funded Studies Committee Academic Advisor**

The Academic Advisor's duties and responsibilities include, but are not limited to, the following:

1. Act as the Committee's Advisor and source for academic expertise and judgement
  2. Actively participate in the pre-qualification of principal investigators
  3. Actively participate in reviews of all funded research studies
  4. Evaluate research methodologies of funded studies and offer suggestions for obtaining quantitative data
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5. Support and supervise a graduate student to assist the committee
6. Serve as a link to the broader academic community.

### Funded Studies Committee Member

The Committee Member's duties and responsibilities include, but are not limited to, the following:

1. Attend and participate in Funded Studies Committee meetings in person or via phone, including Board of Advisors (BOA) meetings in the Spring and Fall each year
2. Sponsor one or more research teams
3. Participate in committee events with candor and transparency
4. Add value to discussions by seeking clarity and/or elaborating a point while respecting time commitments
5. Pre-read distributed material to arrive prepared for meetings and events

### Research Team

A Research Team (RT) is an *ad hoc* group composed of member representatives, one or more academics, and other support personnel assembled by the staff to study a research area approved by the BOA or an SC. Each RT is designed to conduct research on one or more specific projects assigned by the FSC or an SC, or by SCs working in conjunction with the SLC. The general responsibilities of an RT include:

- Establishing value versus cost and timing early in the research, to confirm viability.
- Guiding and providing data to the research effort (possibly in coordination with the SCs or the FSC).
- Ensuring completion of the research effort, including a report by the academic(s) that evaluates the value of the research from an industry perspective. Where needed, this report may provide insights regarding the implementation of the research findings, contribute ideas for educational efforts, and/or provide additional recommendations.
- Assessing its findings' potential for education, implementation, and performance assessment efforts.

Individual RTs may call upon the entire resources of CII, its Associate Directors, standing committees, and SCs, as needed for the successful completion of their work. Each RT will work with CII staff to ensure that the work it performs is of the highest quality and suitable for acceptance by the capital projects industry at large. Each RT aspires to develop innovations, rather than incremental improvements to existing practice.

RT funding is typically generated through member contributions or external research grants. Targeted and specific studies may also be funded by individual member or non-member entities affiliated with the capital projects industry.



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## Performance Measurement

A yearly report card may address several focus areas:

1. On-time completion of products (e.g., progress reports, research reports, and Annual Conference materials) as measured against their original proposals.
2. On-budget completion as measured against sanctioned funds.
3. Better than incremental potential as evaluated by survey of participants at AC.
4. RT staffed at >75% of original plan (average 20 per RT) and meetings attendance exceeds 75% on average.
5. Participation of an active Chair throughout the research process.

## Charter Endorsed by:

Administration		
Associate Director – J. Borcharding	A	
Chair – D. Daoust	O	
Vice Chair – T. Thibodeaux	C	
Academic Advisor – C. Haas	A	
Members		
K. Critzer	O	
C. Dorgan	C	
K. Furlani	C	
C. Glasscock	O	
D. Halicks	O	
W. Hardin	O	
K. Molenaar	A	
C. Relyea	O	
B. Rhoades	C	
R. Simonson	C	
J. Taylor	A	
B. Welsey	C	
P. Wicker	O	



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## CII ORGANIZATIONAL DIAGRAM

