CII Governance Plan

April 2016

PREFACE

The Construction Industry Institute (CII) is an officially designated Organized Research Unit in the Cockrell School of Engineering at The University of Texas at Austin. CII is a cooperative of companies that rely on capital projects to generate business value. CII's focus is on the practices required to plan and execute these projects. Its funding is derived from three sources:

1) unrestricted grants from member organizations in the capital projects industry
2) externally funded research grants
3) licensing of copyrights, patents, and software

Vision: CII envisions a construction industry that builds predictable value for society and stakeholders.

Mission: The mission of CII is to inspire owners, service providers, and academia to collaborate through research to produce best practices and implementation resources, creating innovative solutions that tangibly improve safety and capital efficiency.

The **CII Governance Plan** is intended to provide a general format and, when combined with the mission and vision statements above, to give a sense of direction that leads to the realization of the Institute's vision. The plan relates to the Board of Advisors—its organization, functions, and activities. It is not intended to prescribe activities, operating procedures, or decisions that are the prerogative of the Director and The University of Texas at Austin, or to preclude the Board of Advisors' right to deviate from the plan.

MEMBERSHIP in the Institute is open to owner and service provider organizations that are committed to capital projects industry safety and capital efficiency.

Institute membership, insofar as possible, reflects a diversified cross-section of the capital projects industry. Membership selection considers the prospective member's classification, size, industry sector, and geographical areas of interest. Membership is balanced, to represent a broad view of the industry. Members may be owners (including government agencies) or service providers (architect/engineers, engineers, designers, constructors, consultants, suppliers, and financial or technical services). An appropriate balance of influence between owner and service provider members is maintained.

As desired, program areas of the Institute may be extended to reach beyond member organizations to collaborate with selected individuals and groups within the capital projects industry.

CII ORGANIZATION

Figure 1 contains a diagram of the functional and reporting relationships among CII standing committees, sector committees, and staff roles in planning and executing the work of the institute.
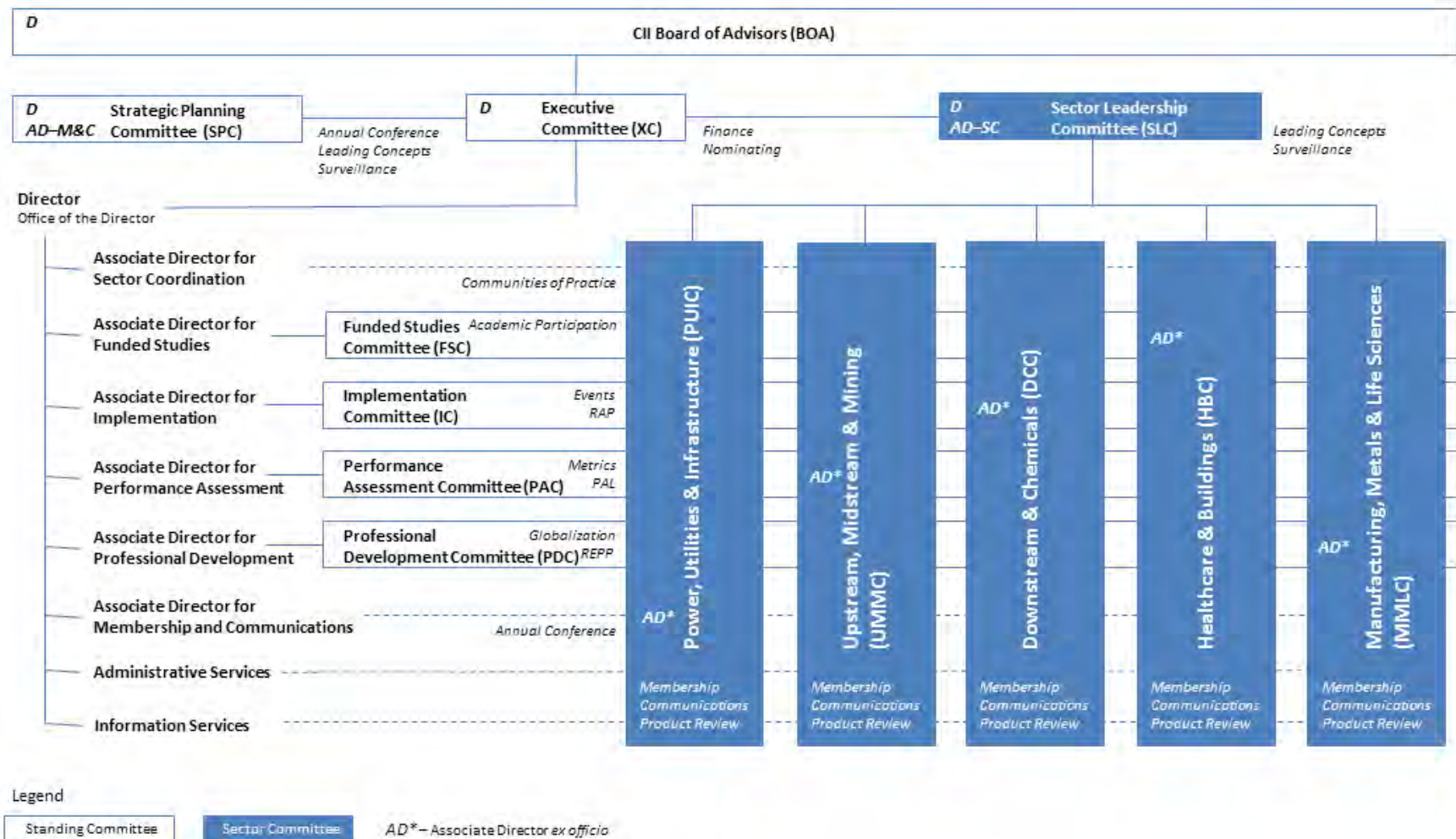
CII ORGANIZATION CHART

Figure 1. CII Organization

The **BOARD OF ADVISORS** is responsible for all activities of the Institute. Each member organization is limited to one vote, but entitled to designate one principal and one or more alternate representatives. Member representatives hold senior management responsibility, are involved in the capital projects processes and programs of their organizations, and are positioned to commit their organizational resources to CII activities. The Board of Advisors (BOA) meets at least twice a year. Its chair and vice chair (the CII Chair and CII Vice Chair) are elected from its membership and also serve as chair and vice chair of the Executive Committee. The BOA annually approves the Institute's budget and elects the leadership of the Institute. Standing committee formation and dissolution is approved by the BOA.

The **EXECUTIVE COMMITTEE**, representing the BOA, provides leadership and direction for all Institute activities. The Executive Committee (XC) consists of 11 members (six owners and five service providers), including a chair and a vice chair. Candidates are elected by the BOA to serve one-year terms with the expectation that members will be re-elected twice. To the extent possible, terms are rotating and staggered. Vacant positions on the XC are filled at the mutual discretion of the Director and the CII Chair. The XC meets regularly, normally not less than six times per year. Meetings are held at the call of the CII Chair.

The **NOMINATING COMMITTEE** is an *ad hoc* committee responsible to the XC for the nomination process for all elective offices in the Institute. The elective offices of the Institute include the XC, the Strategic Planning Committee, the Sector Leadership Committee, and the chairs and/or co-chairs of the Sector Committees, the Annual Conference Committee, and the following standing committees: Funded Studies, Implementation, Professional Development, Performance Assessment, and Nominating.

In carrying out this responsibility, the Nominating Committee (NC) considers the extent of each member's participation in the activities of the Institute, and strives to maintain balanced representation between owners and service providers in the offices it helps to fill.

The NC is elected by the BOA. The NC has two co-chairs. One co-chair is the previous year's CII Chair; the other is selected from the existing NC membership. The NC meets once annually.

The **FINANCE COMMITTEE** is an *ad hoc* committee responsible to the XC for oversight of the finances of the Institute. This includes monitoring the income and expenses of the Institute, through the examination of staff-prepared budgets, funding of appropriate activities, and auditing of financial transactions. The Chair of the Finance Committee is the current CII Vice Chair. Additional members may be appointed, if appropriate.

The **CII CHAIR** is responsible to the BOA for the operation of CII in accordance with the Strategic Plan and the Governance Plan. To carry out these responsibilities, the Chair does the following:

- Provide leadership to assure mission accomplishment (see Preface).
- Chair all meetings of the XC and the BOA.
- Consult with the Director, as appropriate.
- Appoint all chairs not elected, approve membership appointments to operating elements of the Institute, and create *ad hoc* committees when necessary.

The CII Chair continues to serve as a member of the XC for the year following his or her term.

The **CII VICE CHAIR** assumes the responsibilities of the CII Chair in the Chair's absence or when so requested by the Chair, the Director, or the XC. The CII Vice Chair also performs such additional duties as are delegated by the Chair. The Vice Chair becomes Chair the year following, with the approval of the BOA. The Vice Chair chairs the Finance Committee.

The **STRATEGIC PLANNING COMMITTEE** normally consists of the CII Chair, CII Vice Chair, the two immediate past CII Chairs, the Director, and 10 at-large members from the standing committees and/or the BOA, elected to three-year staggered terms. One of these members serves as the Strategic Planning Committee (SPC) Chair. If any of the past CII Chairs is not available to serve, additional members may be elected from the BOA. Additional members may also be added at the mutual discretion of the CII Chair and the Director.

The SPC is responsible to the BOA, through the XC, for the development, evaluation, and update of the CII Strategic Plan. The SPC monitors industry trends and business drivers, and updates the Strategic Plan as necessary.

The SPC surveys the technology landscape for possible aids for CII member companies, which may include: hardware, software, human advancements (such as behavioral or learning), mobile platforms, or combinations of technologies that may be useful to the industries served by CII. The SPC works closely with the Sector Leadership Committee to maintain an awareness of relevant matters and priorities of the Sector Committees.

The SPC establishes performance measures and annually reports results to the BOA. The SPC oversees the annual conference, in coordination with the Implementation Committee.

The **SECTOR LEADERSHIP COMMITTEE** comprises two prior leaders from each Sector Committee (SC) and provides essential interface among the SCs. The Sector Leadership Committee (SLC) coordinates and communicates plans and actions among the Sector Committees and with the membership and standing committees.

The SLC accepts sector-specific research requests from SCs, prioritizing them and allocating funds approved by the XC and the BOA. The SLC also recommends overarching research topics for consideration by the Funded Studies Committee and the BOA, based on commonality of input from the SCs. The SLC is responsible to the BOA, through the XC, for the recommendation of SC research.

The **DIRECTOR** provides day-to-day leadership and manages ongoing activities of the Institute and, to the extent consistent with the law and The University of Texas at Austin policy and procedures, implements decisions made by the BOA and the XC.

The Director is responsible for interface directly with the XC, the SPC, and the SLC. The Director is also responsible for interfaces with all member committees, either directly or through CII staff assignments, as appropriate.

The Director is responsible for recruiting, supervising, and directing the staff in performance of their duties and is the principal point of contact with The University of Texas at Austin.

The Director is responsible for all functions related to the participation of academic personnel including planning, implementation, and breadth of disciplines and universities. Typically, the incorporation of academic personnel is through The University of Texas at Austin; however, it

also includes academic institutions across the globe, consistent with CII's international outreach initiatives.

The **CII ASSOCIATE DIRECTORS and STAFF** perform duties assigned by the Director.

INDUSTRY SECTORS

The **SECTOR LEADERSHIP COMMITTEE**, more fully described on the previous page, is the essential interface among the Sector Committees.

The **SECTOR COMMITTEES** develop policy and programs related to their specific sectors of the capital projects industry. The selection and arrangement of individual sectors may expand or contract to reflect CII's membership, as determined by the XC and approved by the BOA. The BOA also approves the allocation of budget to individual Sector Committees (SCs) as developed by the Director and XC. The budget is allocated to the SCs in proportion to the overall dues and external funds generated by the members participating in each SC.

Each SC is administered by an assigned Associate Director (AD). The ADs rotate across the SCs on a regular basis, at a frequency determined by the XC and approved by the BOA.

The SLC acts as a senior committee, representing the SCs' combined interests, selecting and authorizing their activities, and interfacing among these committees to coordinate and communicate activities. The SLC works directly with the XC on behalf of the SCs.

The initial SCs are organized as follows:

- Power, Utilities, and Infrastructure
- Upstream, Midstream, and Mining
- Downstream and Chemicals
- Healthcare and Buildings
- Manufacturing, Metals, and Life Sciences

Each SC conducts no more than two initiatives at a time. Each initiative represents a key business imperative for the capital projects in that committee's sector(s). Every initiative is developed to be fully formed, which means the following:

- Each research activity is accompanied by the development of educational products and services, such as videos or events, to optimize implementation of its findings.
- Each initiative identifies key performance indicators by which to evaluate its implementation and use.

Members of each SC collaborate with the AD for Membership and Communications to create campaigns that communicate and support committee initiatives. Each SC recommends to the SLC overarching initiatives that broadly apply to the entire capital projects industry and could benefit additional SCs.

Each SC regularly reviews a selection of integrated knowledge areas to ensure the applicability and relevance of existing CII knowledge to its specific sector(s). Each SC may also further develop existing knowledge areas, tailoring them the better to serve its sector(s).

CII ASSOCIATE DIRECTORS AND STANDING COMMITTEES

The **ASSOCIATE DIRECTOR FOR SECTOR COORDINATION** is responsible for the overall coordination of SCs, working with the Director, staff, and standing and *ad hoc* committees. The AD for Sector Coordination is a member of the SLC, to enhance the AD's administration of the SCs.

The AD for Sector Coordination oversees the **Communities of Practice (**COPs). COPs promote collaboration on current problems through productive inquiry and enhance the speed of knowledge sharing and transfer among CII members. Annually, the AD for Sector Coordination assesses each COP's value versus cost of continuation, then recommends its continuation or dissolution. The AD for Sector Coordination makes recommendations to the BOA regarding COP chartering, launch, and dissolution.

The **ASSOCIATE DIRECTOR FOR FUNDED STUDIES** is responsible for administering funded studies, whether they are funded through member resources or external grants. The AD for Funded Studies is also responsible for the relationship with researchers, ensuring their work supports the capital projects industry.

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:

- Identification and development of funding opportunities from research sponsors, which may include governments, industry, universities, and associations.
- Coordination and allocation of financial and other resources to the pursuit of research topics, which may be overarching or industry sector-specific.
- Assurance that high academic rigor is maintained in all aspects of CII funded studies.
- Oversight of assignments to research teams, and ensuring that universities are appropriately represented in the delivery of funded research.
- Maintaining academic relationships (supporting the Director) with The University of Texas at Austin and other institutions of higher learning.

The **FUNDED STUDIES COMMITTEE** is a standing committee responsible for planning and administering overarching funded studies 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 SLC and the SCs to assist in the planning and administration of sector-specific research activities. The FSC plans and orchestrates the creation of research teams as necessary and oversees research activities through to their successful completion.

The primary role of the FSC is the delivery of valuable, innovative research findings and content, which are prized more than the creation of processes dedicated to the identification, prioritization, and selection of research topics.

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.

The **RESEARCH TEAMS** are *ad hoc* groups 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 research team (RT) is designed to conduct research on one or more specific project(s) assigned by the FSC or an SC 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. This may be coordinated 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.

The **ASSOCIATE DIRECTOR FOR IMPLEMENTATION** is primarily responsible for assuring that member companies deploy CII's research, products, and services in a manner that measurably improves their business performance. In this regard, this AD must design the modes of implementation in concert with the Director, Associate Directors, standing committees, and SCs, so that member improvement efforts will succeed.

The AD for Implementation manages the IC, working with it to provide member support to the SCs.

The AD for Implementation oversees the planning and implementation of the **Registered Advisor Program** (RAP). The RAP comprises select independent consultants capable of implementing CII tools, methods, and change programs where this support is useful in attaining value for organizations.

The AD for Implementation coordinates implementation events.

The **IMPLEMENTATION COMMITTEE** assures that members derive measurable business results from their deployment of CII research, products, and services. The Implementation Committee (IC) works with the AD for Implementation to design modes of implementation that deliver successful member improvement. The IC identifies, plans, and coordinates the

implementation support activities of the Institute, suggests new implementation efforts, and assembles *ad hoc* implementation teams, as needed. The IC also measures implementation effectiveness to assure that business results are realized.

The IC supports SC dissemination of CII material and resources. The IC looks beyond the capital projects benefits of CII research, and toward member company business investment value, in order to optimize the yield made through member company investments.

The IC interfaces with CII member companies and SC initiatives to improve the implementation of CII practices, tools, and resources. This can be done in the following ways:

- Advising and counseling standing committees, RTs, and SCs to design end products fit for implementation.
- Giving support to determining member-company needs for implementation, on either an overarching or sector-specific basis.
- Encouraging member companies to utilize resources from the Registered Advisor Program (RAP) where their support and change processes are useful.

The IC works with the AD for Implementation to support implementation training, event development, and the marketing of implementation benefits during the annual conference and other events.

The **ASSOCIATE DIRECTOR FOR PERFORMANCE ASSESSMENT** measures the business impact of CII's research, products, and services. CII is committed to establishing value to member businesses through capital projects planning and execution. Measuring the effectiveness of our work products both drives CII's actions and quantifies their impact.

The AD for Performance Assessment institutes policy and procedures, provides oversight, and recommends strategic approaches to CII's collection, analysis, and dissemination of industry data. The AD for Performance Assessment develops key metric definitions to guide the effort, and identifies the critical measurements needed to support the validation of innovation and business value. The AD for Performance Assessment also provides oversight for the training of industry and member representatives, for the implementation of CII benchmarking, and for the interpretation and dissemination of benchmarking results.

The AD for Performance Assessment provides functional support to the Performance Assessment Committee and SCs. Functional support includes communication and coordination of functional activities across the field of performance metrics: evaluation and assessment practices.

The AD for Performance Assessment develops **Performance Assessment Labs** to extend the reach of CII's business impact across industry sectors and internationally.

The **PERFORMANCE ASSESSMENT COMMITTEE** measures the business impact of CII research, products, and services across the capital projects industry, establishing CII's value to member businesses through the measurement and assessment of capital projects planning and execution practices.

The Performance Assessment Committee (PAC) works with the SCs to provide expertise, methods, and tools to accomplish the assessment of member projects consistent with

overarching CII approaches (such as the 10-10 Program). Through its outreach efforts, the PAC encourages SCs to utilize CII assessment tools for individual projects; industry relevant data collection, retention and distribution; as well as specialized studies as may be requested by SCs. PAC also works with the AD for Performance Assessment and others responsible for performance assessments in order to gain access to CII subject matter experts, repositories of tools, and methods and information.

The **ASSOCIATE DIRECTOR FOR PROFESSIONAL DEVELOPMENT** is responsible for the dissemination of CII's research, products, and services among capital projects industry professionals. The Institute generates increased business value for its members through improved utilization of CII research, products, and services. The AD for Professional Development uses traditional and non-traditional methods of distribution, including online education and social media, to increase the use of CII materials.

The AD for Professional Development provides functional support to the Professional Development Committee and SCs, including communication and coordination of personal and professional development activities, and organizational development for the application of CII practices.

The AD for Professional Development oversees the **Registered Education Provider Program**, (REPP) comprises select independent trainers capable of teaching the use of CII tools and practices to capital projects industry professionals.

The AD for Professional Development is also responsible for planning and executing CII's global outreach strategy. The AD for Professional Development develops relationships to enable CII's benefits to improve capital projects practices internationally. CII practices help global organizations improve commerce through capital projects planning and execution, and collaboration with CII benefits professional associations.

The AD for Professional Development works with the Professional Development Committee to bring state-of-the-art practices, training, and continuing education skills to the international capital projects community. The AD for Professional Development coordinates educational events.

The **PROFESSIONAL DEVELOPMENT COMMITTEE** supports the dissemination of CII research, products, and services to capital projects industry professionals. The Professional Development Committee (PDC) develops policy and programs related to CII's educational function, liaising with individuals, institutions, and organizations active in capital projects education.

The PDC supports the AD for Professional Development in the provision of educational services to the capital projects industry. The PDC works with SCs to provide subject matter expertise for the SCs' education needs, supporting them with the planning and execution of educational initiatives that suit their needs. The PDC identifies, evaluates, and implements changes in the educational delivery functions, chooses subjects for new educational vehicles, and recommends creation of *ad hoc* education teams, as required.

The **ASSOCIATE DIRECTOR FOR MEMBERSHIP AND COMMUNICATIONS** is responsible for delivering marketing and communications expertise and thoroughness to CII's work, with a focus on:

- retaining and expanding membership by increasing satisfaction with CII's value to their businesses
- communicating the value of CII research, products, and services to member companies for their capital projects, operations, and businesses
- enhancing CII's products, services, and events by improving their appearance and usability, and thereby encouraging member adoption of research findings and implementation techniques.

The AD for Membership and Communications is a marketing and communications professional that brings expertise in internal and external communications, as well as the use of social media for the benefit of CII's membership. The AD for Membership and Communications works with the SCs to provide functional support to their marketing and communications needs with tools, information, and expertise applied to their initiatives. The AD for Membership and Communications supports other committees and CII staff, to increase attendance at events and to assure the quality of delivery of information needed by the capital projects industry.

The AD for Membership and Communications coordinates events, including the **Annual Conference**. The SPC supports this effort by developing and overseeing the formation of an *ad hoc* Annual Conference Committee, which is charged with planning and organizing an annual conference. The AD for Membership and Communications works with the Director to identify keynote and featured speakers for the annual conference.

OFFICE OF THE DIRECTOR

The following departments and activities are within the reporting scope of the Director and, in part, constitute the Office of the Director.

ADMINISTRATIVE SERVICES provides the administrative support required conducting the work of CII, including accounting, office management, personnel management, contracts, procurement interface with The University of Texas at Austin and other entities working with CII, and other duties as required. Administrative Services supports membership activities related to CII business coordination and communications as managed by the Director, balanced to consider value for cost.

INFORMATION SERVICES gives the Director's office needed information technology and information systems (IT/IS) support to conduct CII's business, including the following:

- CII's operational needs (including use of The University of Texas at Austin systems)
- Information management of CII's knowledge database
- Modernization initiatives to improve services to CII membership as approved
- Support of CII's activities where IT/IS is required, such as annual conferences.

These services are managed by the Director and balanced to operate with cost for value consideration.

PIP is a consortium of companies, organized under the Institute inside the Cockrell School of Engineering at The University of Texas at Austin. PIP harmonizes its member

companies' internal standards for design, procurement, construction, and maintenance. PIP membership, funding, and governance are separate and apart from the Institute.

Fiatech is a global community of capital facilities stakeholders, organized under the Institute inside the Cockrell School of Engineering at The University of Texas at Austin and working together to drive productivity and efficiency improvements by advancing technology and innovative practices. Fiatech membership, funding, and governance are separate and apart from the Institute.

The **Center for Construction Industry Studies** is a research center, organized under the Institute inside the Cockrell School of Engineering at The University of Texas at Austin. The Center for Construction Industry Studies (CCIS) exists to facilitate and administer externally funded research grants for faculty in The University of Texas at Austin's Construction Engineering and Project Management (CEPM) program.

ALLIANCES are established multilaterally when CII and one or more other organizations see such a commonality of interest that a formal, durable liaison relationship is useful. Alliances take several forms:

- Academic – where CII may form an alliance with one or more academic institutions.
- Associations – where other cooperative entities form an alliance with CII.
- Global organizations – where regions desire to build capability in CII respective industries for the purpose of facilitating commerce.
- Industrial – where a group of companies combine for the purpose of facilitating specialized industry capabilities.

The Director, working in concert with the XC, approves alliances. North American alliances are managed and administered by the AD for Funded Studies. International alliances are managed and administered by the AD for Professional Development.

Frequently Asked Questions

Overall Topics

Question: Why is CII taking this action?

CII has had an extraordinary impact on our industries; however, this impact has moderated over time. CII member organizations have also grown larger and more diverse. CII must continue to deliver value even as industry economics are changing. Importantly, we need to see that companies benefit from conducting capital projects as a preferred way of improving shareholder value. (See the introductory slides attached to this document.)

Question: There is a great concern that making changes will have a risk of discouraging current member volunteers? How is CII considering this?

Member participation has been the backbone of CII's efforts for many reasons. Members of CII commit to providing funding through their annual contributions and people to support the work of CII. In return, companies receive the research they select and a developmental opportunity for their assigned personnel.

We acknowledge that change is rarely wanted and never without good cause. The case for CII's change is compelling and we look for awareness, alignment and agreement with our direction. Going forward, CII will provide volunteer opportunities that are even more engaging and valuable. We will convey that in our messaging to teams, committees and individuals.

Sector Committees and Sector Leadership Committee

Question: What are the compelling reasons for the creation of sector committees?

Reorganizing CII by industry sector presents multiple opportunities available for CII's membership. We seek to expand membership in more diverse industries. By developing sectors, we feel there will be more compelling reasons for non-traditional industries to participate. There is also a case for improving uptake and implementation of CII research – existing and future efforts – when they can be specifically applied to the project type conducted for business in each sector. Finally, we see a greater opportunity for diversity of thought and innovation coming from research selected and developed by differentiated sectors. All of this aims to deliver greater business value to CII member companies.

Question: What is the logic behind forming the Sector Committees (SC)?

The groupings enable combinations of companies with (somewhat) similar project needs. They will have synergies in the application of their research and funding efforts. We sought a balance to gain targeted research based on industry needs with the number of SCs. In discussions with others including the Next Gen Task Force, we realized that this is somewhat subjective – nonetheless, we resolved to use this specific structure of five sector committees as a start. The new governance plan provides enough latitude to make changes to the number and composition of sector committees as we encounter the realities of execution.

Question: Will each Sector Committee have a chair and a vice chair? How will these be filled at the outset of the changed structure? What about the Sector Leadership Committee?

All committees identified in the new structure will have both a chair and a vice chair. In some cases, chairs and vice chairs of existing committees will transition over to the new structure. In most cases, a new chair and vice chair will be required. The existing process for nomination and acceptance by the BOA will be applied, but temporary appointments may be required as a transition tactic.

Question: With the SC format, will CII lose the benefits of cross-fertilization of ideas across industries?

This was a high-priority concern as the new structure was considered. The feedback was clear that the cross-fertilization of ideas is a key benefit to CII's processes and results. To address the risk of isolation and silos, structural forms were used. For example:

- Sector Leadership Committee – provides communication and coordination among the SCs, particularly in the process of identifying new research and application of funding to improve implementation.
- Associate Director assignments and their standing committees (such as Implementation and Professional Development) – generate an important communication/coordination interface with SCs.
- Associate Director for Sector Coordination – focuses specifically on this and providing guidance to Communities of Practice.
- The integrative nature of "One CII Staff" which will also provide improved team support to the SCs.

Question: Structure is important, but what about CII's culture in support of collaboration across the industries?

As is commonly known, structure alone cannot generate a highly functioning cooperative such as CII. For this reason, we are working hard to communicate and embody the essence of CII's Vision and Mission:

"CII envisions a construction industry that builds predictable value for society and stakeholders."

"The mission of CII is to inspire owners, contractors/suppliers and academic to collaborate through research to produce best practices and implementation resources, creating innovative solutions that tangibly improve safety and capital efficiency."

This new organization and governance plan embody CII's vision and mission as the foundation of the design process. During the formation of this structure and plan, the Executive Committee, existing standing committee leadership, the Strategic Planning Committee, and a specially formed Next Gen Task Force have been involved in the design process. We have been developing member awareness and alignment as we've moved forward. This initiative enjoys great support from these senior committees and they have encouraged the Board of Advisors to pursue the new structure and governance plan for CII.

Question: How are research priorities managed and selected? Will team formation be the same as or similar to that in the current model?

Academically rigorous research remains central to CII's benefit to the Capital Projects industries we serve. The changes will affect the research identification and assignment process to achieve:

- Selection of research more directly useful to different industry groups and based on their specific requirements. They will select research tied to their needs. Research that is less relevant may be terminated.
- Research that is more valuable for the industry sectors. As the process encourages more timely and complete outcomes, better assurance of implementation will be achieved. Research will be fit for purpose and fully formed.
- Involvement of academics, CII staff and members to achieve greater innovation, diversity of thought and business impact.

Implementation/Transition into New Organization Design

Question: Will this effort be executed as a single event, phased in over time, or some combination?

CII's new structure has been developed as a single event; however, due to the nature of CII's business and calendar, we see the execution of this structure as happening over time. Full implementation of the new structure may take up to 18 months.

Question: What will people currently in committees do if their committee in the old structure is changed or eliminated?

In many cases, members who have volunteered for committees and chair and vice chair positions will remain in place. For example, most Performance Assessment personnel will transition to the new PAC. In other cases, volunteers will transition onto Sector Committees. An example here is the Membership Engagement Committee which will disburse into one of the five SCs, providing that role for each SC. Finally, in a few cases, the committee will not continue and we will ask the member volunteers to continue their work with CII in a different role. An example here is the Knowledge Management Committee.

Of course, many new positions are open in SCs and other committees that are forming.

Which committees and teams have been eliminated? Where have their "scope" elements moved?

Question: What has been eliminated from the old CII structure?

Research Committee: Reformed into the Funded Studies Committee with increased participation from academics.

Breakthrough Strategy Committee: Was disbanded in 2015 and reset as a subgroup of the Research Committee. Further, concepts of breakthrough will be incorporated into all research, which will refocus on innovation versus incremental improvement.

Product Review Board: Duties in transition to the Funded Studies Committee. Its concepts of product review for excellence will be incorporated into all research team work. Results of RTs must be fully formed, including tutorials, training videos (such as YouTube), and other RT deliverables.

Liaison Function: Eliminated and reformed to improve communication and coordination under the new structure. Some examples of integrative structures are the SLC, Assistant Directors of standing committees, and Assistant Directors' assignments to each SC.

Membership Engagement Committee: Reformed into each SC which will be responsible for member acquisition, retention and communication within industry sectors.

Academic Committee: Disbanded. Its members can move to roles with greater involvement in sector and standing committees, such as the Funded Studies Committee.

Strategic Communications Committee: Disbanded. Marketing and communications (internal to CII and external to the broader community) will be allocated to the Associate Director for Membership and Communications and the CII staff.

Knowledge Management Committee: Disbanded. Its members will be distributed to specific SC assignments.