



SHAPING WHAT'S NEXT



CONSTRUCTION INDUSTRY INSTITUTE | 2025 ANNUAL REPORT

78

Organizations' volunteers actively contributed to RTs

160+

Members Joined New Research Teams (RTs)—a 54% increase*

*compared to the average in recent years

1,600+

Industry Members Attended RT Meetings

6

New RTs launched, 1 extended

20

BY THE NUMBERS

25

IN THIS ISSUE

- 01 CII Leadership Letters
- 02 Research Highlights
- 04 Deployment
- 06 Technology
- 10 Financials
- 12 Awards/Staff

DEAR CII MEMBERS, PARTNERS & FRIENDS,

THANK YOU

for the time, expertise, and energy you contributed throughout 2025. Your commitment continues to advance the CII mission, and I am pleased to share key accomplishments from the year.

Research & Development (R&D) – We made strong progress across Board-prioritized R&D initiatives, supported by dedicated research teams and volunteers. We look forward to sharing results at the 2026 Annual Research Conference in Denver.

Annual Conference – Our Nashville conference featured six research presentations and insightful keynote speakers who addressed demographic and economic trends affecting our industry. The Innovation Showcase hosted 16 exhibitors, and attendees enjoyed a memorable evening at the Country Music Hall of Fame and Museum.

CII-GPT Launch – We successfully developed and released the members-only CII-GPT tool, offering a new way to access CII knowledge, accelerate research adoption, and support day-to-day project decisions.

Professional Development and Awards –

We delivered the renowned Executive Leadership Program, Best Practices Course, and introduced a new three-day CII Bootcamp. We also honored nine individuals with CII leadership and service awards for their exceptional dedication.

Looking ahead, we will continue strengthening performance in these areas to enhance membership value. We will expand outreach to support retention and growth and will host two single-day forums—focused on nuclear power and data center projects—along with a Global AWP+ Conference.

Thank you for your membership, partnership, and commitment to improving our industry. We look forward to another productive year as we **Shape What's Next** for capital projects.

With appreciation,

MICHAEL P. PAPPAS, PHD, PE
Executive Director
Construction Industry Institute



FELLOW CII MEMBERS,

Join me in celebrating another successful year for your Institute. Groundbreaking research delivered, a seamless Executive Director transition completed, and a fresh look at the foundational Mission, Vision, Core Values that will inform and shape the direction of CII through the 2026 Strategic Plan.

Over the coming year you will notice enhancements to the CII experience consistent with the four pillars of the Strategic Plan, namely Membership Composition, Member Engagement, Activities/Products, and Brand Recognition. These pillars are designed to increase the value of CII membership to your companies and position CII for the future by delivering the Vision of an efficient capital projects industry through new ideas, and, developing the most important component of project delivery—our people.

I invite and encourage you to maximize the value of CII membership by joining a research team, CBA, or standing committee, or nominating fellow employees to do so. The energy and momentum are building. It has never been a more exciting time to be involved in CII.

KEITH CRITZER
CII Incoming Chair
Project Manager, Exxon Mobil Corporation

INNOVATION THAT DELIVERS

DRIVING PERFORMANCE AND SAFETY

With expertise, rigor, and a passion for collaboration, diverse research teams of CII members from across industries examined critical topics and new ideas designed to improve capital project performance.

Teams investigating areas spanning artificial intelligence (AI), safety, and workforce development presented their findings at the CII Annual Conference. They also developed and delivered tools, assessments, and guides for members to put this research to use.

Going forward, CII plans to add to its one- and two-year research cycles with short projects and event-driven initiatives to share relevant insights needed to navigate our dynamic industry.

FIND US ONLINE //

For details of ongoing CII research, visit: <https://www.construction-institute.org/research>

To get involved in CII research, contact kldelaney@cii.utexas.edu

Find full research reports by entering the RT number in the search feature at www.construction-institute.org



BOOST PROJECT PERFORMANCE

RT-398

Fit-for-purpose tools for implementing CII best practices and managing complexity

Quickly access and unlock valuable insights specific to your project to manage increasing complexity from advancing technologies and delivery methods. To help, this team created the **Best Practice (BP) Primer** (available in Excel and Power BI formats) to easily navigate, understand and apply the 17 CII Best Practices across project phases. The Primer includes curated “golden nuggets” of the most relevant information, detailed action items and links to full research reports. The team also developed the **Project Complexity and Management Tool (PCAM 2.0)** with intuitive interfaces and interactive visuals to make it easier for project managers to assess complexity and access proven management strategies.

SHAPING THE FUTURE OF PERFORMANCE

RT-410

Evaluating the Implementation and Value of CII Best Practices

With industry needs evolving, this team is quantifying the value of all 17 CII Best Practices in today’s capital projects landscape. This research compares portfolio and project performance based on cost and schedule, and the level of implementation for each Best Practice at the organization and project levels. Each company that participates in this ongoing research receives a free **customized benchmarking report** when they submit their data, which remains confidential, and another at the end of the study. Using CII’s data analytics capabilities, individual reports identify performance gaps and unique opportunities for improvement.

REDUCE EMBODIED CARBON – AND COSTS

RT-411

Leading the Charge in Decarbonizing Capital Projects

An estimated 92% of the total lifecycle of embodied carbon emissions comes from upfront materials and construction processes. This team investigated innovative strategies to help organizations lower costs while reducing those emissions. Building on existing project management frameworks, the team developed an excel-based guide that provides support from planning through execution. Initiatives and resources to identify and analyze opportunities – from using low-carbon concrete to managing waste and adopting technologies – also help address EU, national, state and local

30%
Average time equipment often idles on jobsites, burning fuel and adding to maintenance costs

regulations while improving business outcomes.

GET SET FOR SAFETY

RT-412

Achieving Safety Excellence in Construction

As our industry evolves, so must our approach to safety. This research team builds on CII’s highly effective Zero Accident Techniques to deliver modern **Safety Excellence Techniques (SET)**. Using hard data, the team created an Implementation Guide and Assessment Tool to include 16 techniques to reflect today’s building environments. Organizations can take a proactive approach to understand where they are in their safety programs, determine how and when to plug in evolved techniques, and identify opportunities to elevate overall performance while building a positive culture of safety.

EQUIP TOMORROW’S LEADERS TODAY

RT-414

Developing the Next Generation of Frontline Supervisors

Construction sites in 2040 won’t look like they do today. Proactive planning can empower owners and contractors with the necessary human, technological, and equipment resources for excelling in a more complex and integrated construction environment. This research team gathered insights from experts who predict the future of construction to envision three likely scenarios of how and who will be building capital projects. The team identified **22 essential work skills**—14 of which are timeless—for frontline supervisors to meet future requirements. The team developed assessments and a comprehensive playbook with training plans and retention strategies to help identify and equip tomorrow’s leaders today.

1M
Estimated number of workers needed in the next two years who will need to be led

Source: ABC (Associated Builders and Contractors)

WHERE AI CAN HELP

RT-422

Enhancing Safety with Artificial Intelligence

This team examined real-world applications of AI across key phases of construction—design/engineering, planning/pre-operations, and active operations—focusing on five priority safety challenges. The team then developed the interactive **AI for Safety Selection and Implementation Guide Tool**. It helps users pinpoint suitable AI use cases for safety-related issues, explore detailed insights into associated challenges and benefits, and understand development workflows. Users can assess the status, maturity, feasibility, and key considerations of AI applications in construction safety before making an investment.

EQUIPPING MEMBERS FOR SUCCESS

CII's Deployment Committee continued putting CII Best Practices and member priorities into action by expanding professional development and meaningful engagement opportunities. Whether for new or seasoned professionals, CII's in-person and online communities, courses and networks enable members to build and share expertise and assess project results. Member input ensures programs and initiatives are relevant and address dynamic needs that advance the capital projects industry.

DEVELOPING INDUSTRY PROFESSIONALS

<p>BEST PRACTICES COURSE</p> <p>CII's Best Practices Course included 250 graduate students from eight universities who spent the fall semester learning from industry experts at top CII member companies who used proven research and real-world examples to illustrate how to implement the 17 CII Best Practices.</p>	<p>CII BEST PRACTICES BOOTCAMP</p> <p>Successfully launched an intensive three-day course that introduces CII Best Practices to project professionals who are new to CII, including recent graduates. The course was created in partnership with UT's Construction Engineering and Project Management faculty and Texas Engineering Executive Education office.</p>	<p>LEADERSHIP EXCELLENCE ACROSS PROJECTS (LEAP)</p> <p>Designed and developed this 15-month program to grow the careers of project professionals who have 6–10 years of experience with an emphasis on leadership, people skills, and practical application of CII Best Practices. The first cohort is slated to kick off in 2027.</p>	<p>CII EXECUTIVE LEADERSHIP PROGRAM</p> <p>Hosted 21 participants at UT's McCombs School of Business with its world-renowned faculty in this accelerated nine-day premier industry program to develop professionals with more than 10 years of experience into the future leaders of high-performing teams.</p>
			

A DECADE OF RESULTS

Advanced Work Packaging (AWP) celebrates its 10th anniversary as a CII Best Practice and a CII Community. AWP continues to make dramatic improvements:

25%↑

Projects that apply AWP have shown as much as a 25% increase in tool time.



CONTINUOUS LEARNING

CII'S IMPLEMENTATION CHAMPION (IC) NETWORK held its lively third rally at the CII Annual Conference and three more virtually throughout the year for members to share ideas, tools and strategies to help their companies get the most value from CII research.

COMMUNITIES FOR BUSINESS ADVANCEMENT (CBAs), which held more than 70 meetings online, are an easy gateway to engaging with CII as members share expert knowledge and dive deeply into areas of interest by specific roles or pivotal topics such as Advanced Work Packaging, Safety, Risk Management and more.

CII ONLINE EDUCATION offers multiple courses for cost-effective, self-paced, web-based training based on CII Best Practices.

MORE DATA. MORE VALUE.

Receive a **free customized benchmarking report** when you submit data to advance RT-410's ongoing research comparing portfolio and project performance based on cost and schedule, and the level of implementation for each CII Best Practice. Data remains confidential in CII's Data Warehouse and is aggregated for reporting – which becomes even more useful with more data. [See RT-410 on page 2].

// To learn more, contact In Bae Chung at inbae.chung@cii.utexas.edu.

EYEING THE FUTURE – AND THE BOTTOM LINE

SEPARATING HYPE FROM REALITY

Understanding what technology is emerging, available and suitable for capital projects is more important than ever. CII’s Technology Committee helps members navigate relevant opportunities by making technology more understandable, accessible, and connected to the needs of their businesses.

Its three subcommittees (highlighted below) share expertise and knowledge through webinars, blogs, and the popular CII Annual Conference Innovation Showcase. They also coordinate with other CII initiatives, supporting RT-422, **Accelerating AI for Construction Safety**, which presented its research and tools at the Annual Conference, and launching RT-430, **Model-Based Delivery**.

HORIZON360 added a double booth at CII’s Innovation Showcase with interactive presentations and demonstrations highlighting innovations in digital twins, robotics and personal safety that included hydration sensors for workers on jobsites. Horizon 360 sponsors webinars such as Driving Productivity Through Effective Material Movement, highlighting innovations in modern crane and lifting technologies as well as AI-enhanced planning.

INTEROPERABILITY continues to support the AWP Data Requirements working group and supported the team that delivered RT-415 – **International Data Standards** research at CII’s Board of Advisors spring meeting. See the CII Knowledge Base for the short report and easy-to-use data standard selection tool.

INFORMATION MANAGEMENT addresses timely topics such as the evolving role of information management professionals in deploying technologies such as data standards to improve capital project outcomes. The group continues to work with the Supply Chain Management CBA on capturing the business values that come with digitizing the supply chain.

CII’S OWN AI



We launched **CII-GPT**, developed in collaboration with Dr. Krishna Kumar at UT Austin, taking a major step toward integrating AI into our research ecosystem. Members can access it here: <https://chat.construction-institute.org/login>. With your help, we’ll continue to enhance it as we explore AI agents to help you implement CII tools. // Please share your feedback: daniel.oliveira@cii.utexas.edu

INNOVATION SHOWCASE

This year’s exhibitors shared notable innovations including a wearable construction tool balancer (shown below) for zero gravity handling during heavy demo and drilling. Interactive demonstrations and presentations on a range of leading advancements from digital twins to robotics to personal safety offered attendees a look at the future of capital projects.



// Join us in Denver for the 2026 CII Annual Research Conference

2025 CII INNOVATION SHOWCASE EXHIBITORS

- ALICE TECHNOLOGIES
- AVEVA
- CAXPERTS
- EPICORE SYSTEMS
- FYLD
- HEBI ROBOTICS
- HILTI
- KAHUA
- LINCOLN ELECTRIC
- ORACLE
- PLANT STREAM
- PREVU3D
- SHARECAT
- SLATESAFETY
- SMARTPM TECHNOLOGIES
- VALENCY INC.
- VICTAULIC

PRESENTED BY
accenture





POWERING PROGRESS

CII owners, EPC (Engineering, Procurement and Construction) contractors, and service providers gathered in a special **Energy in Transition Forum** after the Annual Conference for a lively discussion of today's energy opportunities and challenges. Beyond replacing aging infrastructure, new needs include rising demand, longer build times and higher capital expense costs. Seeking a disruptive approach for project delivery, the group explored a range of topics, from changing energy priorities to project execution and contracting challenges to resource constraints and the role of digital transformation. They also considered opportunities to engage in CII research and apply Best Practices such as Front-End Planning.

This group suggested a project to tailor the PDRI for Nuclear Power projects, and in 2026, CII plans to conduct a related workshop during a Nuclear Power Capital Projects Forum on April 23 in Austin.

CII'S MISSION is to serve as a research and development platform for capital projects, creating and promoting innovative solutions that deliver superior business results through a disciplined, academic-based approach. In support of this mission, CII provides an environment where industry professionals can gain new knowledge, develop skills, and grow as leaders – empowering them to make a greater impact within their organizations and our industry.

OUR TEAM



Nuria Ayala
Manager of Information Systems



William O'Brien
Associate Director for Technology



Jennifer Bien
Associate Director for Membership & Communications



Daniel Oliveira
Director of Research & Operations



Erika Corbell
Associate Director for Deployment



Mike Pappas
Executive Director (Incoming)



Jamie Gerbrecht
Executive Director



Hong Zhao
Manager of Shared & Financial Services

CII STAFF

- Heather Beal
- Shannon Brinkley
- Bryana Cantu
- In Bae Chung
- Kristi Delaney
- Fahimeh Foroughi
- Joanna Henny
- Kelly Lenig
- Sarra Qutob
- Pipper Ramsey
- Deborah Samilpa
- Janet West

RESEARCH ASSISTANTS

- Vishal Porwal

2025 FINANCIAL REPORT

Construction Industry Institute, The University of Texas at Austin
December 31, 2025

	2025
REVENUES	
Gifts & Contributions	\$ 125,000
Member Dues	4,041,200
Events / Meetings	817,493
Professional Development	643,900
Licensing and Commercialization	124,840
Administrative Services (Subsidiaries)	60,000
TOTAL REVENUES	\$ 5,812,433
EXPENSES	
Research	\$ 1,050,227
Development	383,252
Marketing	24,584
Events / Meetings	546,732
Professional Development	237,551
Administrative Services	267,807
Staff Salary and Fringe Benefit	2,374,305
Travel	57,592
Overhead – Membership	58,153
Overhead – Other Funding	(32,888)
Director's Discretionary	2,991
TOTAL EXPENSES	\$ 4,970,307
CHANGE IN AVAILABLE FUNDS BALANCE	842,126
BEGINNING AVAILABLE FUNDS BALANCE	4,923,027
ENDING AVAILABLE FUNDS BALANCE	\$ 5,765,153

COMPOSITION OF AVAILABLE FUNDS

Required Reserves	\$ 1,901,771
Director's Discretionary	97,009
Other Available Funds	3,766,373
ENDING AVAILABLE FUNDS BALANCE	\$ 5,765,153

INDEPENDENT ACCOUNTANTS' REPORT

Dunagan★Jack LLP
 Certified Public Accountants

INDEPENDENT ACCOUNTANTS' REPORT ON APPLYING AGREED-UPON PROCEDURES
 DECEMBER 31, 2025

To the Management and Board of Advisors
 Construction Industry Institute
 Cockrell School of Engineering
 The University of Texas at Austin

We have performed the procedures enumerated below on Member Dues and Available Funds reported in Construction Industry Institute's (Institute) 2025 financial report. The Institute's management is responsible for Member Dues and Available Funds reported in the 2025 financial report.

The Institute's management has agreed to and acknowledged that the procedures performed are appropriate to meet the intended purpose of reporting to the Board of Advisors. This report may not be suitable for any other purpose. The procedures performed may not address all the items of interest to a user of this report and may not meet the needs of all users of this report and, as such, users are responsible for determining whether the procedures performed are appropriate for their purposes.

The procedures and associated findings are as follows:

- We obtained from management the 2025 financial report to be included in the annual report.
- We obtained from management certain financial reports from *DEFINE, The University of Texas at Austin's software that accounts for the Institute's financial transactions.
- We obtained from management the QuickBooks company file that the Institute uses to supplement *DEFINE for financial reporting purposes.
- We have provided below a reconciliation of the Institute's "member dues" revenues from membership payments reported in *DEFINE to the 2025 financial report.
- We have provided below a reconciliation of the Institute's ending "available funds" balances from *DEFINE to the 2025 financial report.

Reconciliation of Member Dues per *DEFINE to the 2025 financial report:

Membership payments received per *DEFINE:	\$ 4,211,836
Reconciling items:	
Add: 2025 Globalization Affiliate fees collected	40,000
Add: 2025 member dues accrued (receivable)	361,400
Add: 2025 member dues received (deferred) in prior year	356,540
Less: 2025 member dues refunded	(118,800)
Less: 2024 member dues accrued in prior year	(334,320)
Less: 2026 member dues deferred	(475,400)
Unreconciled difference	<u>(56)</u>
Member dues reported in financial report	<u>\$ 4,041,200</u>

Reconciliation of Available Funds per *DEFINE to the 2025 financial report:

Free balances per *DEFINE:	\$ 4,505,416
Add: Encumbered funds (not yet spent)	<u>1,721,902</u>
Adjusted free balances per *DEFINE:	6,227,318
Reconciling items:	
Add: 2025 member dues accrued (receivable)	361,400
Add: Other accounts receivable	44,228
Add: Prepaid expenses	19,995
Less: 2026 member dues deferred	(475,400)
Less: 2026 Executive Leadership Program revenues deferred	(136,300)
Less: Other deferred revenues	(29,366)
Less: Accounts payable and accrued expenses	(143,917)
Less: CCIS Funds	(76,771)
Less: OS2 IAP Funds	(26,034)
Unreconciled difference	<u>—</u>
Ending available funds balance reported in financial report	<u>\$ 5,765,153</u>

We were engaged by Construction Industry Institute to perform this agreed-upon procedures engagement and conducted our engagement in accordance with attestation standards established by the AICPA. We were not engaged to and did not conduct an audit or review, the objective of which would be the expression of an opinion or conclusion, respectively, on Member Dues and Available Funds reported in the Institute's 2025 financial report. Accordingly, we do not express such an opinion or conclusion. Had we performed additional procedures, other matters might have come to our attention that would have been reported to you.

We are required to be independent of Construction Industry Institute and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements related to our agreed-upon procedures engagement.

This report is intended solely for the information and use of Management and the Board of Advisors of the Institute and is not intended to be and should not be used by anyone other than these specified parties.



Austin, Texas
 February 20, 2026



SWAINE, CABANO (STEVE); THIBODEAUX

HONORING OUR BEST

JAMES B. PORTER, JR. AWARD FOR TECHNOLOGY LEADERSHIP

Martin Swaine

Principal Engineer, Digital Construction Shell plc

For more than three decades, Martin has promoted the use of technology to improve the way we build capital projects. A supporter of CII, Fiatch, and COMIT, Martin was active in establishing standards for implementing ND CAD and data standards and received the STAR award in 2015 for his leadership in the AWP Information Mapping (AIM) project, the predecessor to the AWP Data Requirements.

Recipients show significant technology contributions to the construction industry while demonstrating personal dedication to the development and advancement of these technologies within capital projects.

CARROLL H. DUNN AWARD OF EXCELLENCE

Louis J. Cabano

(posthumous), Pathfinder LLC

Lou was a visionary leader whose 50-year legacy shaped project management excellence worldwide and made a lasting impact on our industry. Lou's son, Steve Cabano, accepted the award on his behalf.

For significant contributions in the construction industry that demonstrate leadership to a high degree of dedication to improving cost, scheduling, quality, and safety of the capital facilities process.

RICHARD L. TUCKER LEADERSHIP & SERVICE AWARD

Tricia Thibodeaux

Vice President, Global HSE and Quality Fluor Corp

An active volunteer, Tricia has served as a member and Chair of the CII Executive Committee, was a member and chair of the Funded Studies/Research Committee, led RT-308 and has served as one of Fluor's Board Advisors for the past nine years. She has advocated for the advancement of CII within Fluor and across the industry and previously received CII's Distinguished Service Award.

For an active CII member who furthers the mission of CII through leadership, mentoring/advocating, and ambassadorship.

OUTSTANDING VOLUNTEER

Dave Bullard

Customer & Industry Value Engagement Director Oracle

Known for his passion for the implementation and deployment of CII tools and resources, Dave "Bull" Bullard has served on three CII research teams and held pivotal roles in programs for CII's Deployment Committee and our mentor and onboarding programs to ensure CII's new, returning and existing members are finding value in their memberships. He continues to share CII's work to position Oracle's leaders and their clients for project success.



BULLARD

OUTSTANDING ACADEMICS

Behzad Esmaeili, Ph.D.

Purdue University

Behzad is recognized for his dedication to improving our industry's safety by serving as the Safety CBA Academic Advisor and his RT-405 work on using organizational culture and behavior to drive AWP success.

Jeyoung Woo, Ph.D., PE, PMP

Cal Poly Pomona

Jeyoung distinguished himself for his contribution to the work of RT-406 which concentrated on the cultural dimensions of quality management



WOO, CHUNG

OUTSTANDING STUDENTS

In Bae Chung

The University of Texas at Austin

Known for his hands-on support of RT-410's work to refresh the data for implementing CII Best Practices, In Bae recently joined the CII staff as a Postdoctoral Researcher, serving as CII Benchmarking Manager and a Best Practices course instructor.

Daniel Mehrabi

Arizona State University

Daniel supported RT-402 on Advanced Project Controls and was recognized for enabling team success and playing a critical role in the design of multiple data collection instruments, including 13 case studies, 10 surveys, four workshops and one Delphi panel.



THIBODEAUX

**CII ENVISIONS AN EFFICIENT
CAPITAL PROJECTS INDUSTRY THAT
CREATES VALUE FOR MEMBER
ORGANIZATIONS, SOCIETY, AND
STAKEHOLDERS BY DEVELOPING AND
LEVERAGING NEW IDEAS,
UNIQUE FORMS OF COLLABORATION,
AND KNOWLEDGE ACROSS THE
PROJECT LIFECYCLE.**



CII | The University of Texas at Austin
3925 W. Braker Lane (R4500) Austin, Texas 78759-5316
(512) 232-3000

 [CONSTRUCTION-INSTITUTE.ORG](https://www.construction-institute.org)
 [CONSTRUCTION INDUSTRY INSTITUTE](https://www.facebook.com/constructionindustryinstitute)
 [CONSTRUCTION INDUSTRY INSTITUTE](https://www.linkedin.com/company/constructionindustryinstitute)
 [@CIIPROJSUCCESS](https://twitter.com/CIIPROJSUCCESS)