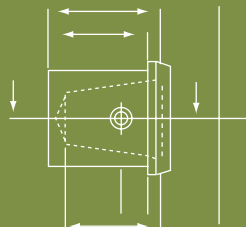
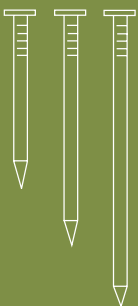
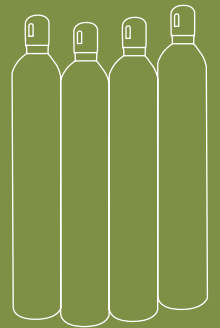
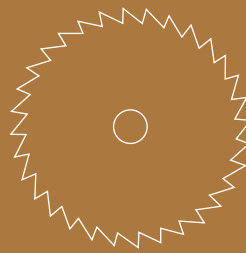
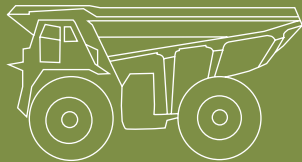
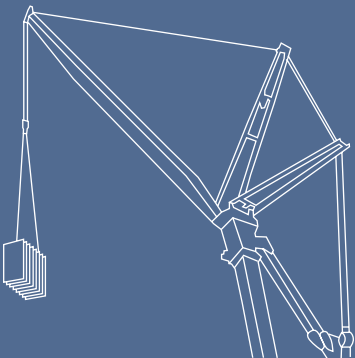
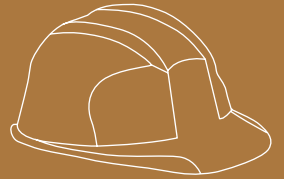
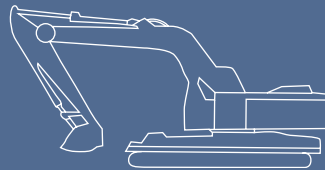
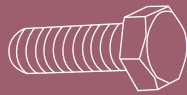
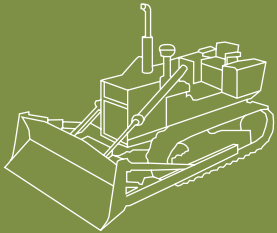
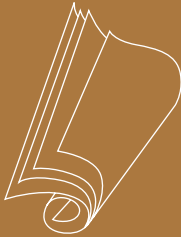


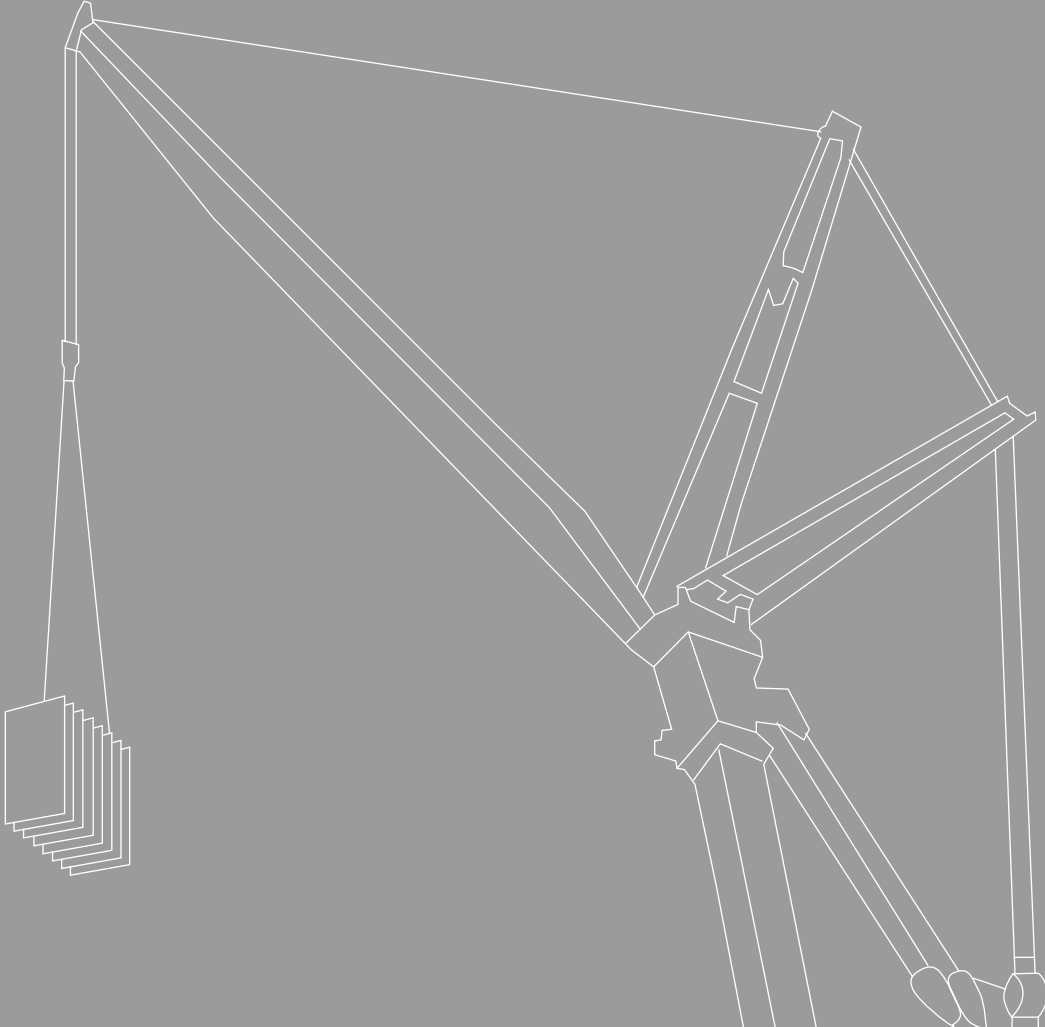
Construction Industry Institute 2006 Annual Report



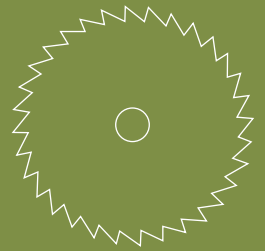
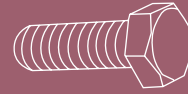
MISSION STATEMENT



Add value for members by enhancing the business effectiveness and sustainability of the capital facility life cycle through CII research, related initiatives, and industry alliances. Increase the participation level within CII to expand the global competitive advantage realized through active involvement and the effective use of CII research findings, including CII Best Practices.



CHAIRMAN'S REMARKS



Our theme for 2006 was, simply, to focus — an approach that in reality is quite difficult to accomplish. CII cannot be everything to everybody. This is one reason that I think our theme for this year was timely. My idea behind the theme is that if we focus on our strengths, which include our research and our membership, then we have great potential to add value to all that we do at CII.

Despite the technology that comes into play now, the landscape of what CII is doing has not undergone significant change since its establishment over 20 years ago. Technology and its obvious advantages make what we do more powerful. In fact, the tools that CII is now producing could drive huge changes in the industry, maybe 25 percent or more in savings compared to the three or four percent in improvements that are the reality now.

In 2006, we opened our membership to smaller companies, particularly those that have an abundance of talent, tools, and ideas that can come into play within CII. Coupled with the professionalism and experience of our current members, they give us new strength in several areas. We now have more members than ever before — 104 and counting. I am grateful to each of you for this strong show of support for what we are doing at CII.

Among first-time initiatives this year was our CII Executive Leadership Program. The initial offering in January provided us with a wonderful opportunity to help nurture the leaders of tomorrow and to prepare them for the future. This three-week program, conducted in association with The University of Texas at Austin McCombs School of Business, shows all the signs of becoming a legacy for us and can ultimately improve our own organizations and our industry as well.

As 2006 came to a close, we learned that our Director since the fall of 2003, Hans VanWinkle, would be leaving us before year's end. It was unfortunate for all of us to lose a leader of Hans' caliber after such a short tenure. He took CII in new directions and his leadership will be missed. His departure, however, opened the door to a new era for CII with Wayne Crew now at the helm as CII Executive Director. Wayne becomes the first CII Director to not come from academia or the military. As director of CII research since 2004, he has transformed our research process, quickened the pace of the overall research effort, and produced stellar results in a revitalized CII program. We look forward to Wayne's service as Executive Director and I personally wish him the best in all endeavors.

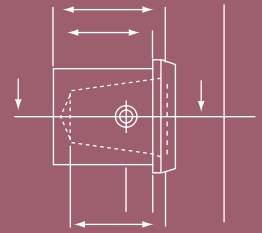
The next few pages highlight our accomplishments in 2006. It was my distinct honor and privilege to serve as your Chairman. I thank each one of you for your efforts to make CII a more focused organization.

Wayne Burchette

Eastman Chemical

CII Chairman 2006

EXECUTIVE DIRECTOR'S REMARKS



Outside my office is a wall where plaques recognize every CII Chair and Carroll H. Dunn Award of Excellence recipient. The names on the plaques are those of the leaders of our industry, present and past: Jim Porter, H.B. Zachry, John Zachry, Robert Miller, Ted Kennedy, William Brubaker, Dr. Richard Tucker, Dr. Dan Halpin, and current chair, Dr. J.J. Suarez, to name a few. To me, there is no greater honor, privilege, or inspiration than to be selected to lead a consortium founded on the work and leadership of these individuals and the organizations they represent.

My perspective of CII derives from recent service as Research Director and from years working with the Research Committee and serving on the Board of Advisors. My experience coupled with the rich history of CII lead me to believe that knowledge is the true foundation of CII. From its birth in 1983 with 22 charter members, CII has evolved into a world renowned knowledge organization for the global construction industry. I see the CII knowledge processes—creation, dissemination, assessment, and management—in the following way:

Knowledge Creation: CII Best Practices and breakthroughs for the construction industry are created through CII research, which is accomplished uniquely through teams of owners, contractors, and academics. Additional industry knowledge is created by the CII Benchmarking & Metrics processes, which establish industry norms for industry performance.

Knowledge Dissemination: CII knowledge is disseminated through several channels including research publications, implementation resource guides, educational materials, workshops, and conferences. Soon we will hold our first webinar.

Knowledge Assessment: CII Benchmarking & Metrics collects, analyzes, and assesses the impact of CII knowledge as it is implemented and integrated into member work processes and ultimately into the work processes of the industry at large.

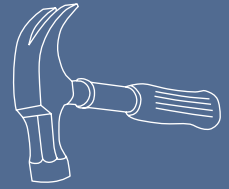
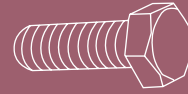
Knowledge Management: Since 1983, CII has produced over 450 research reports, summaries, guides, and conference presentations. Knowledge management organizes, administers, and manages these titles as well as access to the CII body of knowledge.

Through these knowledge processes, CII is fulfilling its mission of enhancing the business effectiveness, sustainability, and global competitiveness of CII members. Much is left to be done. As you look back on 2006 in this report, imagine the new knowledge, technologies and processes that will take us into the future of this awesome industry.

In closing, I would like to say thanks to immediate past CII Director Hans VanWinkle for his leadership; to the CII staff, who live their dedication to excellence every day; and to each of you for the tremendous support in making CII a leading knowledge organization for today's engineering and construction industry.

Wayne Crew
Executive Director

MEMBERSHIP



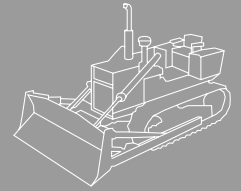
Construction Industry Institute Member Organizations 2006

Owners

3M
Abbott
Air Products and Chemicals, Inc.
Alcoa
Amgen Inc.
Anheuser-Busch, Inc.
Aramco Services Company
BP America, Inc.
Biogen Idec, Inc.
CITGO Petroleum Corporation
Cargill, Inc.
Celanese
Chevron Corporation
Codelco-Chile
ConocoPhillips
Dofasco, Inc.
The Dow Chemical Company
DuPont
Eastman Chemical Company
ExxonMobil Corporation
General Motors Corporation
Genentech, Inc.
GlaxoSmithKline
Intel Corporation
International Paper
Kraft Foods
Eli Lilly and Company
Marathon Oil Company
Merck & Co., Inc.
NOVA Chemicals Corporation
National Aeronautics & Space Administration
Naval Facilities Engineering Command
Ontario Power Generation
Petroleo Brasileiro S/A-Petrobras
Praxair, Inc.
The Procter & Gamble Company
Progress Energy, Inc.
Rohm and Haas Company
Sasol Technology
Shell Oil Company
Smithsonian Institution
Solutia Inc.
Southern Company
Sunoco, Inc.
Tennessee Valley Authority
U.S. Architect of the Capitol
U.S. Army Corps of Engineers
U.S. Bureau of Reclamation
U.S. Department of Commerce/NIST/
Building and Fire Research Laboratory
U.S. Department of Energy
U.S. Department of Health & Human Services
U.S. Department of State
U.S. General Services Administration
U.S. Steel
Weyerhaeuser Company

Contractors/Suppliers

ABB Lummus Global Inc.
ALSTOM Power Inc.
AMEC, Inc.
AZCO INC.
Aker Kværner
Autodesk, Inc.
BE&K, Inc.
Baker Concrete Construction Inc.
Bechtel Group, Inc.
Black & Veatch
Burns & McDonnell
CB&I
CCC Group, Inc.
CDI Engineering Solutions
CH2M HILL
CSA Group, Inc.
Day & Zimmermann International, Inc.
Dick Corporation
Dresser-Rand Corporation
Emerson Process Management
Fluor Corporation
Fru-Con Construction Corporation
Gilbane Building Company
Grinaker-LTA
Harper Industries, Inc.
Hatch
Hilti Corporation
Hyundai Engineering & Construction Co., Ltd.
JMJ Associates Inc.
Jacobs
KBR
Kiewit Construction Group, Inc.
J. Ray McDermott, Inc.
M. A. Mortenson Company
Mustang Engineering, L.P.
R. J. Mycka, Inc.
Nielsen-Wurster Group Inc.
Parsons
Pathfinder LLC
Perot Systems Corporation
Primavera Systems, Inc.
S&B Engineers and Constructors Ltd.
The Shaw Group Inc.
Technip
Turner Construction Company
Victaulic
Walbridge Aldinger Company
Washington Group International, Inc.
WorleyParsons Limited
Yates Construction
Zachry Construction Corporation
Zurich



Six research teams reported their findings at the Annual Conference in San Diego, California: Contracting to Appropriately Allocate Risk (University of Wisconsin-Madison); Support for Pre-Project Planning (The University of Texas at Austin); Trade-off between Cost and Schedule (Vanderbilt University and Purdue University); Work Force View of Construction Productivity (University of Kentucky); Target Safety: Preventing Specific Injuries (University of Florida); and Leading Indicators to Project Outcomes (Texas A&M University).

Also at the conference, CII recognized Dr. Awad Hanna, professor at the University of Wisconsin-Madison, as the 2006 Outstanding Researcher for his many contributions to CII, including his research on the cumulative effect of changes and contracting to appropriately allocate risk.

CII also continued research with the following active teams:

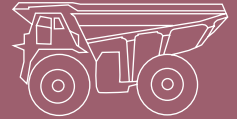
1. Information Flow to Support Pre-Project Planning (Clemson University)
2. Best Practices for Design in Fast-Track Projects (University of Cincinnati)
3. Effective Management Practice & Technologies for Lessons Learned (University of Alabama)
4. Construction Industry Craft Training (University of Kentucky/University of Waterloo)
5. Planning for, Facilitating and Evaluating Design Effectiveness (The University of Texas at Austin)
6. Implementation Road Map for Lean Construction at the Project Level (University of California-Berkeley/State University of New York)

In addition to the active teams, six more teams were launched, including:

1. Leveraging Technology to Improve Construction Productivity (The University of Texas at Austin, University of Kentucky, and University of Waterloo)
2. Maximizing Value of Construction in Pre-Project Planning (Purdue University and Vanderbilt University)
3. Pre-Project Planning for Revamp Projects (University of Alabama)
4. Innovation in the Engineering and Construction Industry (Bucknell University and University of Colorado-Boulder)
5. Global Project Control and Management Systems (The University of Texas at Austin)
6. Optimizing Engineering Value in Projects (The University of Texas at Austin)

Total funds for research in 2006 amounted to \$954,000 in actual expenses. That total is expected to rise to \$1.24 million in 2007.

IMPLEMENTATION



During 2006, the Implementation Strategy Committee (ISC) sponsored the two highest attended Product Implementation Workshops ever. The April workshop in Tampa drew 62 attendees, followed by a record-setting 90 participants in the September PIW in Chicago. The workshops enable CII members to hone their Best Practice implementation skills, promote implementation of new CII products, and provide networking opportunities.

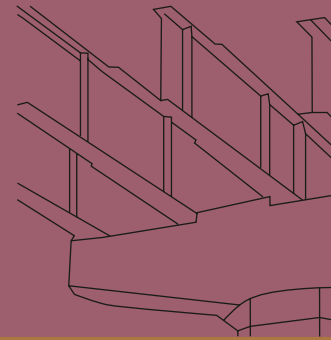
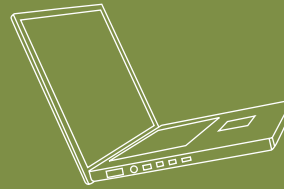
The Implementation Strategy Committee mentors the Implementation Champions Program and facilitates the web-based Implementation Tool Box. The Tool Box details the CII Implementation Model, has contact information for CII knowledge experts, and provides website links to CII products and conference presentations. CII registered users can access the IC Tool Box at the CII website.

The ISC incorporated three new Best Practices (Benchmarking and Metrics, Implementation of Products, and Planning for Startup) into a revised edition of the Best Practices Guide (IR 166-3). That publication now includes all 14 CII Best Practices. The committee contributed five feature articles to the monthly, web-based CII e-News. ISC members also continued to assist in the validation of emerging industry practices through the Pilot Program for Early Implementation.

The ISC also supported a research project during 2006. Conducted at the University of Colorado-Boulder, the research builds on the implementation “pyramid” introduced by the ISC in 2001. When the research is completed, organizations will be able to use the resulting new planning model to develop a roadmap and vision for implementation. The research is expected to play a large role in how CII helps its members plan implementation of best practices in the future.

At the Annual Conference in San Diego, CII presented the Implementer of the Year Award to Speedy Warner, Anheuser-Busch. Also in San Diego, the ISC strongly supported the Cargill case study, “Development and Implementation of a Project Delivery Process and CII Best Practices – An Owner’s Journey.”

EDUCATION



The mission of the Education Committee is to enable implementation of CII research, plan future opportunities in CII education, evaluate education program trends, and develop new education vehicles. The committee enjoyed a successful year in 2006.

To begin the year, CII and The University of Texas at Austin McCombs School of Business completed a significant milestone when the first CII Executive Leadership Program was conducted for three weeks in January. Twenty-two participants enjoyed a rewarding exposure to a variety of speakers and instructors, broadening and enhancing their leadership skills. This program is designed to close a critical gap in the development of a new generation of construction industry leaders. Nine course participants, energized by the experience, joined the steering team for the design of the 2007 program.

Also during 2006, CII introduced two new online education courses. The courses focus on the CII Best Practice of Planning for Startup. Four more courses are in progress and will be on the CII Best Practice of Partnering. In addition, two new education modules were published: International Project Risk Assessment (EM 181-21) and Making Zero Accidents a Reality (EM160-21).

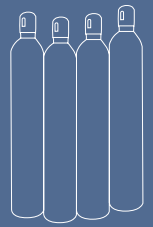
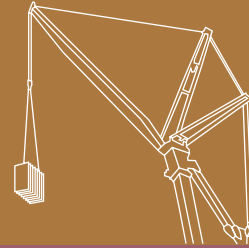
Members and the general public can access the CII curriculum and benefit from fully interactive and professionally developed courses based on CII research findings. An advanced learning management system features assignment of courses and tracking of course participants, pre-testing and course bypass capabilities, self-grading on learning topics, final testing, and various course performance reports.

The current Online Education curriculum consists of 14 hours of instruction on Development and Alignment of Project Objectives, Constructability, Construction Safety, Planning for Startup, Pre-Project Planning, and Scope Control and Change Management. Full course descriptions and pricing are available at the CII website.

The Registered Education Provider Program, enjoying its first full year of activity in 2006, affords members of CII and the general public with a qualified corps of instructors who are familiar with CII publications and are available to teach at CII member organizations and other venues.

The Education Committee explored some new areas in 2006. The Associated Schools of Construction (ASC) was contacted about a process to integrate CII Best Practices into college curricula. The committee took an interest as well in an initiative regarding the shortage of skilled industry professionals. Development of a pilot course based on the zero accident work by NASA also is under consideration.

KNOWLEDGE MANAGEMENT



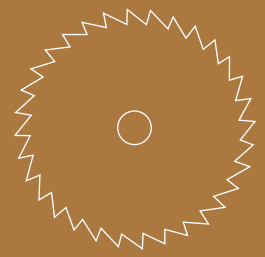
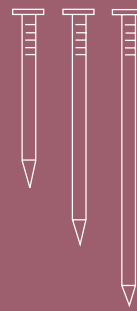
The Knowledge Management Committee adds value by increasing the ability of CII membership to leverage collective industry wisdom and by facilitating access to the CII body of knowledge. CII knowledge is housed in the Knowledge Structure, which divides concepts among 14 Knowledge Areas and then further subdivides them into Best Practices, other CII Practices, and Information Topics. Within each product grouping, the Knowledge Structure lists the most recently published material first, followed by material organized by date of publication.

The Knowledge Management Committee develops policy to manage, maintain, and add value to the CII Knowledge Structure. It is responsible for approving all changes to the structure, including placing new products into the structure. It seeks to identify Best Practices from within the CII research products as well as from other sources.

In 2006, the committee recommended five new topics to the Research Committee for its consideration. The Knowledge Management Committee also recommended funding five previously researched topics. Other 2006 activities included a revision to the Knowledge Structure, the completion of a gap analysis, compilation of a list of topic experts, and collaboration with others in the area of state-of-the-art knowledge management. The committee also broke ground in a new area, the communities of practice (COP) initiative.

The Knowledge Management Committee continues to monitor CIIProductFeedback@austin.utexas.edu at the CII website, a feedback mechanism that helps the Knowledge Management Committee to keep CII publications current and responsive to member needs.

BENCHMARKING



The Benchmarking & Metrics Program continues to provide project-level benchmarking for participating organizations while supporting the CII research program. During 2006, 143 new projects were added to the database, bringing the total to 1,562 projects. The total installed cost represented by the database is approximately \$72 billion. Also in 2006, six Benchmarking Associate training sessions were conducted and the Safety Report was published. That document summarizes aggregated safety data for owners and contractors.

Two funded studies sponsored by the National Institute of Standards and Technology were completed, one on interoperability and one on project security lessons learned.

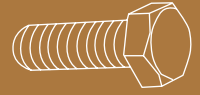
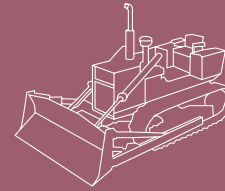
The CII pharmaceutical metrics team, which marked its third year of work in 2006, grew participation by a remarkable 80 percent. The pharma group completed its second round of data gathering and validation and conducted two forums during the year.

In the Oil & Gas benchmarking initiative, the downstream team was launched and the ongoing effort required was scoped by the team managing that activity. The productivity metrics initiative completed another round of data collection and validation. Benchmarking also continued to support the Construction Owners Association of Alberta with more training and data collection.

Benchmarking Awards

At the Annual Conference in San Diego, the Benchmarking User Awards for 2006 were presented to Eli Lilly and Company in the owner category and to Jacobs in the contractor category. Lilly has consistently provided a leadership role in implementing benchmarking and in the CII pharma study group as well. Jacobs, which has submitted data to all versions of the benchmarking questionnaire over the last several years of survey development, was recognized for the second time with the Benchmarking Users Award. The company was the initial recipient of the award in 2000.

BREAKTHROUGH AND GLOBALIZATION



Breakthrough

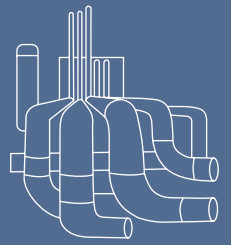
In 2006, the Breakthrough Strategy Committee completed its white paper on sustainability and passed it along to the Executive Committee for review. The committee also developed a process to identify sponsors, goals, and appropriate organizations to carry out the ideas generated by the committee.

The committee continued its prolific development of white papers. Following the five produced in 2005, the committee wrote six more of the information and position papers on the following topics: (1) life cycle operability and information management; (2) location and tracking resources with smart sensors; (3) design for sustainability; (4) increased integration of project management knowledge into engineering curriculum; (5) wireless facilities and technologies; and (6) nano-technology and its impact on construction.

Globalization

In 2006, the Globalization Committee participated in the ENR Global Construction Summit in Beijing, China. McGraw-Hill Construction, the parent of ENR, co-organized the summit with the China International Contractors Association. The event drew more than 400 senior executives from leading real estate developers, contractors, design firms, financiers, and government agencies. They shared best practices and discussed solutions to problems in the increasingly global \$4.2-trillion construction marketplace. As the third largest construction economy in the world, China's position in the industry attracts undivided attention from the world. Endorsed by Ministry of Construction and Ministry of Commerce of China, Beijing Municipality, and supported by leading industry organizations in both U.S. and China, the summit was viewed as informative and educational and served as a key networking event in China for CII and other industry decision makers.

ANNUAL CONFERENCE

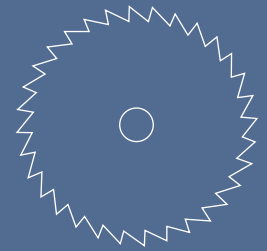


The 2006 Annual Conference theme, *The Ethical Dimensions of Leadership*, pointed out that conducting business in the engineering and construction industry in an ethical manner is absolutely vital. Yet, corruption is still pervasive and robs local populations in under-developed countries of critically needed resources and curbs economic growth.

The Annual Conference site was San Diego, California. CII gathered leaders from inside and outside engineering to provide several perspectives. The keynote speakers in particular — Alan Boeckmann, Fluor; John Berra, Emerson Process Management; Rear Admiral Mike Loose, U. S. Navy; and Tom Purves, Shell — were engaging. The case studies from member organizations provided a wide perspective on construction projects — from the model for construction safety improvement implementation by Eli Lilly and Company to Saudi Aramco’s project information systems to Cargill’s project delivery process.

At the Annual Conference, CII recognized Jim Scotti, Fluor Corporation, with the Richard L. Tucker Leadership and Service Award. Scotti has participated in numerous committees and work teams including his current position on the Board of Advisors and has been instrumental in not only helping capture breakthrough technology and best practices, but has lived the spirit of CII by integrating many of these practices into his companies’ work environments. CII salutes Jim Scotti for his outstanding leadership and service.

PROCESS INDUSTRY PRACTICES

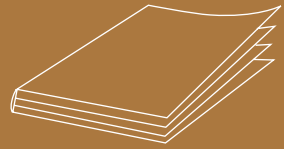
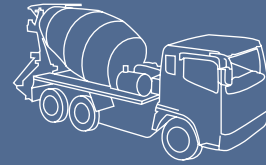


Process Industry Practices (PIP) is an initiative that blends member company internal standards into PIP practices. Those practices are then used for engineering, procurement, and construction of process facilities. PIP has published more than 440 practices, representing almost 90 percent of the total identified for publication.

As PIP enters its fifteenth year, membership, subscriber, and licensee growth continues with over 85 companies accessing the harmonized practices. In 2006, four members, six subscribers, and three licensees were added. Participation increased and 142 new and revised practices were published.

Members continue to report considerable savings in development and maintenance of internal standards and in the application of new initiatives related to use of practices. The result is less redesign and rework and more efficient interfacing between industry participants.

PIP MEMBERS



Owners

3M Company
Aramco Services
Arkema
BP
Celanese
Chevron
CITGO
ConocoPhillips
CYTEC
Degussa
DuPont
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Licensees

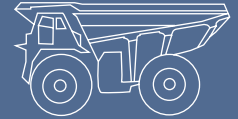
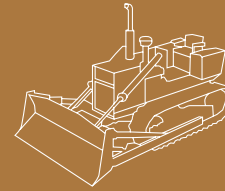
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Autodesk
Aveva Inc.
Bentley Systems
Codeware
Conestoga College
IEEE
IHS
Intergraph
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Hexion Specialty Chemicals
INVISTA S.à r.l.
Kraton Polymers
Northern Lights Partnership
ONEOK
Petroleum Company of Trinidad & Tobago
Sasol
Saudi Basic Industries Corp. (SABIC)
Saudi International Petrochemicals Co. (SIPCHEM)
Sherwin Williams
Southern Company Services
Stone & Webster Ltd.
Sun Chemical Corp.
Suncor Energy Services
The Williams Companies
Valero
World GTL

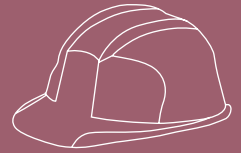
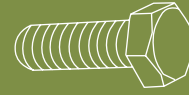
RESOURCES

Sources and Uses of CII Resources (\$000)



Sources		Net
BEGINNING BALANCE:		
Carried Forward from 2005	802	
Reserve	<u>750</u>	<u>1552</u>
Membership Dues		<u>\$3,600</u>
Product Sales:		
Revenue	124	
Production & Sales	<u>(139)</u>	<u>(15)</u>
Other Sources (PSP, etc.)		<u>629</u>
Total Sources		<u><u>4,214</u></u>
USES		
Programs:		
Research	1,250	
Implementation	156	
Education	110	
Knowledge	55	
Benchmarking & Metrics	487	
Breakthrough	<u>70</u>	
	<u><u>2,081</u></u>	
Benchmarking & Metrics Revenue	<u>(316)</u>	
Other Program Revenue	<u>(176)</u>	<u>1,589</u>
Conferences		
Annual Conference	845	
	<u>845</u>	
Attendance Fees	<u><u>(622)</u></u>	<u>223</u>
Supporting Activities		
Support of Members & Director's Groups	672	
Globalization	24	
Other Activities	<u>32</u>	
	<u><u>728</u></u>	
Revenue	<u>(82)</u>	<u>646</u>
Information Systems	1183	<u>183</u>
General Expenses		
Administration	<u>383</u>	
Other Activities	<u>575</u>	
	<u>958</u>	<u>958</u>
Total Uses		<u><u>3,599</u></u>
Net		<u>615</u>
ENDING BALANCE		<u><u>\$2,168</u></u>

DUNN AWARD



The Carroll H. Dunn Award of Excellence

The Carroll H. Dunn Award of Excellence is the highest recognition bestowed by the Construction Industry Institute. The award, established in 1985, bears the name of the original recipient, the late Lt. Gen. Carroll H. Dunn, U.S. Army. The purpose of the award is to recognize an individual who has had singular and notable responsibility for significant advancements in improving the construction industry.

Dr. Daniel W. Halpin

CII is pleased to recognize Dr. Daniel W. Halpin, professor emeritus and retired Head of the Division of Construction Engineering and Management at Purdue University, as the twentieth recipient of the Carroll H. Dunn Award of Excellence.

Halpin was born on September 29, 1938, in Covington, Kentucky, the only child of William and Gladys Halpin. He earned his bachelor's degree at the U.S. Military Academy at West Point in 1961 and was assigned to the European area. By chance while attending a Mardi Gras carnival, he met a young, costumed German woman who would become his wife two short years later. The couple came to the United States in 1965.

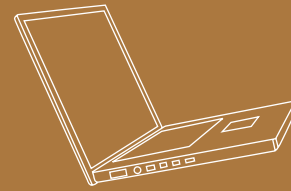
During the Vietnam War, Halpin served as a combat engineer in Vietnam and was awarded the Bronze Star. By 1967, he had decided to pursue an academic career. Halpin attended the Technical University-Munich for two years, but the lengthy, eight-year requirement there for a PhD turned him toward the U.S. and the University of Illinois, then the world's top engineering school, where he would earn master's and PhD degrees.

Hired by Georgia Tech in 1973, Halpin created and ran that highly respected construction program in civil engineering over the next 12 years. In the late 1980s, he accepted the position of Head of the Division of Construction Engineering and Management at Purdue University. He retired from that position in January 2006.

In 1983, he attended a conference in Austin, Texas, and learned of a first-of-its-kind engineering and construction research institute being formed. Soon afterwards, Halpin was among the first professors to join with major owner and contractor firms in creating CII. He served on seminal CII research efforts in cost/schedule controls, international construction, and emerging technologies and created the CII Emerging Technologies website.

The developer of a simulation system used worldwide by researchers, Halpin is recognized as a leading authority on simulation of construction processes. His book, *Construction Management*, is a dominant text in engineering schools. During his illustrious educational career, his academic "family tree" includes over 1,000 undergraduates, 400 masters graduates, and 70 PhDs. Many of his former students are now professors, some involved in CII studies. His contributions and dedication to the industry and to education and his leadership in research are all major reasons that CII bestows its highest honor, the Carroll H. Dunn Award of Excellence, upon Dr. Dan Halpin.

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In memory of
Richard R. Bryan
CII Chairman 1993

