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<tr>
<th>No.</th>
<th>Topic</th>
<th>Highlights</th>
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| 1   | Announcements (Balaji) | Announcements:  
- We will hire a new graduate advisor. We are waiting to approve the posting for this position. Contact your graduate committee member since we are trying to accelerate the spring admission.  
- The faculty search posting has been posted there are 36 applications so far.  
- Comments about advising (Roseanna Neupauer): New students being advised will not have concentrations. Students will only be taking 3 proficiencies, and 2 electives. A suggested course list for proficiencies and electives will be sent out by Monday.  
- Sara, who was helping with finances, has resigned. A new person will be sought.  
- Travel authorizations should be submitted before trips.  
- Suggestions were put forward for a more user-friendly financial statement format.  
Accomplishments:  
- Bernard Amadei published a new book. |
| 2   | CMU-CU Program |  
- Currently exists for mechanical engineering, is now seeking to extend to civil engineering.  
- Concerns were raised about the diversity focus of the program and if it is working.  
- Other questions that were raised:  
  - How will quality be ensured?  
  - What is the benefit to our department in exchange for the resources we put into this?  
  - Why is the money not being used for additional scholarships for the 13 students to attend the Boulder campus?  
  - Can they meet lab requirements at CMU? |
| 3   | Faculty seminar (Keith Molenaar) |  
- Review of his sabbatical in Spain and explanation of his work on selecting optimal construction project delivery.  
- See the attached slides |
| 4   | Adjourn | |
Agenda

• Announcements

• CMU-CU

• Faculty Seminar: Keith Molenaar
Announcements

• Graduate Advisor - Status

• Faculty Search – Status

• From the Curriculum Committee

The author demonstrates how to include a system- and complexity-aware approach in the different phases of small-scale community project management. Adopting this approach comes with unique challenges such as dealing with ill-defined problems, considering uncertainty, recognizing that no unique and best solutions to complex problems exist, and accepting satisficing solutions. The text details the need for community development practitioners to integrate in all stages of their projects: participation, systems thinking, continuous reflection-in-action, and a combination of critical and creative tools.
CMU-CU Program

- Colorado Mesa University (CMU) – CU Mech. Engg
  - Started 2008
  - First two years taught by CMU faculty
  - After standard transfer process – admitted to CUB Mech. Engg. Program
  - Taught by faculty at CMU

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<tbody>
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<td>10</td>
<td>16</td>
<td>17</td>
<td>18</td>
<td>21</td>
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<tr>
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<tr>
<td>Graduates</td>
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<td>13</td>
<td>TBD</td>
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CMU-CU Program

- Plan to start CivEngg. Degree
  - Electives by Fall 2017
  - Program by Fall 2018

- Preliminary discussions in curriculum and ExCom
  - Roseanna and Angela – putting together the efforts required

- It will be a Dept. effort and several of you will be tapped
Rationale: CE program specific criteria

ABET

- One additional area of basic science (biol or maybe there is a geology option?) – soph year
- Apply **probability & statistics** to address uncertainty
- Solve problems in at least 4 technical CE areas
- Conduct experiments in 2 CE areas (geot1, hydraul)
- Design in 2 CE areas (geotech II, const eq & mth)
- Include principles of sustainability in design; explain concepts in proj. mgmt., business, public policy, &leadership; analyze issues in professional ethics; explain importance of prof. licensure (prof issues)
Rationale: FE exam in CE

- Math 7%, computational tools 4%, statics 7%, dynamics 4%, mech materials 7%, materials 4%, fluids 4%
- Hydraulics / hydrology 9%
- Geotechnical 9%
- Structural analysis 6%
- Probability & Statistics 4%
- Surveying 4%, Ethics 4%
- Construction 4%, eng. economics 4%
- Missing: trans 8%, env 6%, str dsn 6%
The **Owner’s Guide to Maximizing Success in Integrated Projects** is the application of the findings from a robust empirical study of over 200 capital facility projects. Using a variety of statistical methods to model the relationships between project delivery and project success, the primary finding of the study is that owners should consider an overall *project delivery strategy* when structuring design and construction services, rather than focusing exclusively on the delivery method. By considering how the organizational structure, contract payment terms and team assembly process can work together, owners can develop a larger strategy. In particular, the study finds that those strategies which align the core project team—owner, designers, primary builder and key specialty trades—are more effective in meeting or exceeding their cost, schedule and quality goals. During the implementation phases, the study also finds that higher performing project teams participate in *integrated practices* and develop into a *cohesive group*.

While the importance of project teams is likely not a surprising insight for those with experience in the construction industry, designing team performance into the delivery process may seem more like random chance than thoughtful strategy. However, the data from this study shows that certain strategies produce repeatable outcomes. Three critical factors emerged for enabling alignment within the core project team: *early involvement*, *qualification driven selection* and *cost transparency* in contracts.

Owners can incorporate each of these factors—*early involvement, qualification driven selection* and *cost transparency*—into a variety of project delivery strategies. A *project delivery strategy* is a high-level plan for structuring design and construction services that considers organizational structure, contract payment terms and team assembly process. The key to successful project delivery lies in designing a strategy that aligns the core project team with the owner’s project-specific goals and needs.

After describing the empirical findings upon which our guidance is based, this guide assists in defining project goals, identifying any legal of policy constraints on the delivery process and selecting the appropriate project delivery strategy. The guide presents information to support an owner’s project delivery workshop held with key project stakeholders. The objectives of the workshop are to: (1) provide a structured approach to selecting a project delivery strategy; (2) identify opportunities and obstacles for enhancing alignment in the core project team; and (3) provide documentation of the decision process.

**Acknowledgements:**

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**Download the Guide at**

[http://bim.psu.edu/delivery](http://bim.psu.edu/delivery)