

Brian Lines, Ph.D.

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Department of Civil, Environmental and Architectural Engineering
University of Kansas
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EDUCATION

Ph.D., Construction Management, August 2014
Arizona State University – Tempe, AZ

M.S., Construction Management, December 2011
Arizona State University – Tempe, AZ

B.S., Chemical Engineering, May 2010
Arizona State University – Tempe, AZ

WORK EXPERIENCE

Assistant Professor, 2014-Present
University of Kansas, Lawrence, KS

Teaching Assistant, 2011-2014
Arizona State University, Tempe, AZ

Research Assistant, 2010-2014
Arizona State University, Tempe, AZ

Project Manager, 2013-2014
The Smyser Group, Tempe, AZ

PROFESSIONAL CERTIFICATIONS

Facility Management Professional (FMP)
International Facility Management Association (IFMA) Credential Program – 2013

PUBLICATIONS

Refereed Journal Papers

- Lines, B., Perrenoud, A., and Sullivan, K. (2013). "Implementing New Project Delivery Strategies: Development of a Web-Based Multimedia Tool to Support Owner Project Team Training." *International Journal of Construction Education and Research, ASC* (Accepted 29-May-2014).
- Lines, B. C., Sullivan, K. T., Hurtado, K. C., and Savicky, J. (2014). "Planning in Construction: Longitudinal Study of Pre-Contract Planning Model Demonstrates Reduction in Project Cost and Schedule Growth." *International Journal of Construction Education and Research*, DOI: 10.1080/15578771.2013.872733
- Perrenoud, A., Lines, B.C., and Sullivan, K.T. (2013). "Measuring Risk Management Performance within a Capital Program." *Journal of Facilities Management*, 12(2), 5-5.

- Lines, B., Sullivan, K., and Stone, B. (2013). "Organizational Implementation of Best Value Project Delivery: Impact of Value-Based Procurement, Preplanning, and Risk Management." *Journal for the Advancement of Performance Information & Value (CIB Encouraged Journal)*, Volume 5, Issue 1, pp. 1-19.
- Lines, B., Sullivan, K., and Perrenoud, A. (2013). "Design-Build Application of Best Value Project Delivery Techniques: Facility Optimization through Preplanning." *Journal for the Advancement of Performance Information & Value (CIB Encouraged Journal)*, Volume 5, Issue 1, pp. 27-40.
- Sullivan, K. and Lines, B. (2012). "Project Management Strategies to Maximize Performance in Exploratory Research: Case Study in Solar Thermal Energy Storage Technology Development." *ASCE Journal of Leadership and Management in Engineering*, Volume 12, Issue 2, pp. 71-80.
- Sullivan, K.T., Georgoulis, S.W., and Lines, B.C. (2010). "Empirical Study of the Current United States Facilities Management Profession." *Emerald Journal of Facilities Management*, 8 (2), 91-103.

Conference Papers

- Lines, B., Sullivan, K., and Smithwick, J. (2014). "An Action Research Approach to Implementation of APDMs within AEC Owner Organizations: Overcoming Resistance Through Education." ASCE Construction Research Congress. Atlanta, GA, USA, May 19-21, pp. 2084-2095. doi: 10.1061/9780784413517.212
- Lines, B. and Sullivan, K. (2013). "Barriers to Implementing New AEC Project Delivery Methods within Owner Organizations: Development of a Training Tool." *Proceedings of the 49th Annual International Associated Schools of Construction International Conference*, San Luis Obispo, California, April 9-13.
- Sullivan, K.; Lines, B.; Stone, B.; Stewart, B.; Warren, H. (2012). "Change Management Principles: Best Value Implementation Case Study." *Proceedings of RICS COBRA Building, Property, and Real Estate Conference*, Las Vegas, Nevada, USA, September 11-14, pp. 1103-1111.
- Sullivan, K.; Lines, B.; Stewart, B.; Warren, H. (2012). "Impact of Preplanning on Construction Project Success: Pre-Contract Planning Case Study." *Proceedings of RICS COBRA Building, Property, and Real Estate Conference*, Las Vegas, Nevada, USA, September 11-14, pp. 1429-1437.
- Ferrin, P.; Lines, B.; Sullivan, K.; Kashiwagi, D. (2012). "Framework for Managing Outsourcing – A Large Scale Services Contract Case Study." *Proceedings of COBRA RICS Construction and Property Conference 2012*, Las Vegas, Nevada, USA, September 11-14, pp. 1421-1428.
- Sullivan, K., Kashiwagi, D., Lines, B. (2011). "Organizational Change Models: A Critical Review of Change Management Processes," *Proceedings of COBRA RICS Construction and Property Conference 2011*, Salford, UK, September 12-13, pp 256-266.
- Sullivan, K., Carey, B., Lines, B., and Kashiwagi, D. (2010). "Procurement of Property Management Services in Anthem, AZ (IMT Case Study in Decision Making)," *Proceedings CIB World Congress 2010*, Manchester, UK, May 10-13, Paper 1577.

PROFESSIONAL SEMINARS

FULL AND MULTI-DAY PROFESSIONAL SEMINARS

Value-Based Project Delivery: 2-Day Immersion Training

Halifax, Nova Scotia, Canada – June 10-11, 2014

- 35 attendees from governmental agencies and AEC firms.
- Workshops on Proposal Preparation & Evaluation, Showcasing Value in Proposals, Pre-Contract Planning Methods, Project Control.
- Training Duration: 16 hours (2 Days)

Value-Based Project Delivery: 3-Day Immersion Training

Edmonton, Alberta, Canada – March 11-13, 2014

- 45 attendees from governmental agencies and design and engineering firms
- Workshops on RFP Writing for Owners, alternative procurement methods, risk management.
- Training Duration: 24 hours (3 Days)

Value Based Project Delivery: Becoming a Better Buyer and Seller

Vancouver, British Columbia, Canada – December 10 & 11, 2013

- 12 attendees from governmental agencies and design and engineering firms.
- Training for AEC Firms to become more competitive value-based proposal responses.
- Training Duration: 12 hours (1.5 Days)

Interpretation of Civil Drawings: Underground Cable Installation – 1 Day Seminar

COX Communications, Alliance for Construction Excellence (ACE), Phoenix, AZ – May 2, 2013

- 40 Attendees from large telecommunication companies & regional townships.
- Training Duration: 8 hours (1 Day)

Best Value Procurement and Project Management

Halifax, Nova Scotia, Canada – December 4 & 5, 2012

Co-Presenter with Dr. Kenneth Sullivan, Associate Professor, Arizona State University

- 40 attendees from AEC Owners (including Universities and Federal, Provincial, and City governments)
- Training Duration: 12 hours (1.5 Days)

Best Value Procurement and Project Management

Edmonton, Alberta, Canada – August 28, 2012

Co-Presenter with Dr. Kenneth Sullivan, Associate Professor, Arizona State University

- 80 Attendees from 35 public and private organizations, including Architects, Consultants, General Contractors, and Public and Private Owners.
- Training Duration: 8 hours (1 Day)

PARTIAL-DAY PROFESSIONAL SEMINARS

- “Implementation of APDMs.” *Provincial Government of Nova Scotia*, Jan 29, 2014. Halifax, Nova Scotia, Canada (25 Attendees).
- “Best Value for Capital Construction.” *Dalhousie University*, March 17, 201. Halifax, Nova Scotia, Canada (10 Attendees).
- “Best Value for Ancillary Services: Physiotherapy.” *Dalhousie University*, Jan 30, 2014. Halifax, Nova Scotia, Canada (15 Attendees).

- “Introduction to Value-Based Project Delivery.” *Provincial Government of Nova Scotia*, Jan 29, 2014 (25 Attendees).
- “Value-Based Delivery of Facilities Management Projects: Renovations & HazMat.” *Dalhousie University*, Jan 29, 2014 (20 Attendees).
- “Alternative Contract Delivery of Financial Services: Corporate Purchase Cards.” *Dalhousie University*, Jan 28, 2014. Halifax, Nova Scotia, Canada (20 Attendees)
- “FM Training in Planning & Risk Management.” *Dalhousie University*, Jan 27, 2014. Halifax, Nova Scotia, Canada (20 Attendees).
- “Alternative Project Delivery of A/E Services.” *Dalhousie University*, Jan 27, 2014. Halifax, Nova Scotia, Canada (90 Attendees).
- “Value-Based Project Delivery for Theater Seating Renewal.” *Dalhousie University*, Nov 6, 2013. Halifax, Nova Scotia, Canada (15 Attendees).
- “Workshop: Pre-Planning Techniques for Construction, Design, and Building Services.” *University of Alberta*, Oct 9, 2013. Edmonton, Alberta, Canada (15 Attendees).
- “Value-Based Procurement Models.” *University of Alberta*, Oct 9, 2013. Edmonton, Alberta, Canada (20 Attendees).
- “Risk- and Value-Based Procurement for Impacted Soils Excavation and Remediation.” *Dalhousie University*, Aug 21, 2013. Halifax, Nova Scotia, Canada (40 Attendees).
- “Introduction to Value-Based Project Delivery.” *Dalhousie University*, Aug 20, 2013. Halifax, Nova Scotia, Canada (60 Attendees).
- “Workshop: Tools for the Implementation of Advanced Procurement and Risk Management Systems.” *Dalhousie University*, May 10, 2013. Halifax, Nova Scotia, Canada (25 Attendees).
- “Risk- and Value-Based Request for Proposal for the Supply of Facility Cleaning Products.” *University of Alberta*, March 21, 2013. Edmonton, Alberta, Canada (15 Attendees).
- “Outsourcing Business Services: Procurement of Travel Management Services.” *University of Alberta*, September 20, 2012. Edmonton, Alberta, Canada (21 Attendees).
- “Design Services Request for Proposal via a Value-Based Procurement Methodology.” *University of Alberta*, August 29, 2012. Edmonton, Alberta, Canada (25 Attendees).
- “A Best Value Approach to a University-Wide Program for Small Construction Management Services.” *University of Alberta*, August 29, 2012. Edmonton, Alberta, Canada (25 Attendees).
- “Risk-Based Interview Processes for Procurement of Cost-Based Services Contracts.” *University of Alberta*, March 28, 2011. Edmonton, Alberta, Canada (20 Attendees).

INVITED PRESENTATIONS – PROFESSIONAL CONFERENCES

- “Radically Different RFPs.” *Association of Canadian Travel Executives (ACTE) Regional Education Conference*, November 24, 2013. Toronto, Ontario, Canada (70 Attendees).

- “Best Value Procurement.” *Atlantic Chapter of APPA (Association of Higher Education Facilities Officers) Fall Professional Development Conference*, Halifax, Nova Scotia, November 8, 2013 (30 Attendees)

ACADEMIC PRESENTATIONS

Conference Presentations

- “An Action Research Approach to Implementation of APDMs within AEC Owner Organizations: Overcoming Resistance Through Education.” *ASCE Construction Research Congress*. Atlanta, GA, USA, May 19-21 (25 attendees).
- “Barriers to Implementing New AEC Project Delivery Methods within Owner Organizations.” *ASC International Conference*, April 10-13, 2013. San Luis Obispo, CA, USA (25 Attendees).
- “Integrated Project Delivery (IPD) and Value-Based Procurement” (co-presented with Dr. Kenneth Sullivan, ASU). *Modular and Off-Site Construction Summit*, Nov 8-9, 2012. Edmonton, Alberta, Canada (40 Attendees)
- “Change Management Principles: Best Value Implementation Case Study.” *RICS COBRA Construction, Building, and Real Estate Conference*, Sept 11-13, 2012 Las Vegas, NV, USA (20 Attendees).
- “Impact of Preplanning on Construction Project Success: Pre-Contract Planning Case Study.” *RICS COBRA Construction, Building, and Real Estate Conference*, Sept 11-13, 2012 Las Vegas, NV, USA (15 Attendees).

ACADEMIC SERVICE

Journal Reviewer

- *International Journal of Construction Education and Research*, Associated Schools of Construction, 2014-Present.
- *Journal of Organizational Change Management*, Emerald Journals, 2012–Present
- *Journal for the Advancement of Performance Information and Value (CIB Encouraged Journal)*, 2013–Present

Academic Conference Review Committee

- *Royal Institute of Chartered Surveyors (RICS) COBRA 2012: Construction, Building, and Real Estate Conference*, September 11-13, 2012, Las Vegas, NV, USA.
 - Reviewed six full conference paper submissions.

Academic Conference Proceedings Organizing Committee

- *Royal Institute of Chartered Surveyors (RICS) COBRA 2012: Construction, Building, and Real Estate Conference*, September 11-13, 2012, Las Vegas, NV, USA.

Conference Moderator

- *ASC International Conference*, April 9-13, 2013, San Luis Obispo, CA, USA.
- *Royal Institute of Chartered Surveyors (RICS) COBRA 2012: Construction, Building, and Real Estate Conference*, September 11-13, 2012, Las Vegas, NV, USA.

EXPERTISE AND RESEARCH INTERESTS

- Alternative Procurement & Contracting Methods
- Contract Negotiation & Project Planning
- Risk Management
- Performance Measurement & Accountability Systems
- Competitive Bid Preparation
- Project & Program Management
- Organizational Change & Behavior
- Leadership
- Alternative Project Delivery Methods

LAST UPDATED

August 2014