

Brian C. Lines, Ph.D., P.E., FMP

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UNIVERSITY OF KANSAS
School of Engineering
Civil, Environmental & Architectural Engineering (CEAE) Department
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EDUCATION

2014	Ph.D.	Construction Management	Arizona State University
2011	M.S.	Construction Management	Arizona State University
2010	B.S.	Chemical Engineering	Arizona State University

ACADEMIC POSITIONS

2020–Present	Associate Professor Civil, Environmental & Architectural Engineering (CEAE) Department School of Engineering University of Kansas
2014–2020	Assistant Professor Civil, Environmental & Architectural Engineering (CEAE) Department School of Engineering University of Kansas
2010–2014	Research Assistant Del E. Webb School of Construction School of Sustainable Engineering & the Built Environment Ira A. Fulton Schools of Engineering Arizona State University

LICENSURES AND CERTIFICATIONS

2018–Present	Professional Engineer (Civil: Construction) (PE26654) <i>Kansas State Board of Technical Professions</i>
2013–Present	Facility Management Professional <i>International Facility Management Association (IFMA)</i>

TEACHING

SUMMARY OF TEACHING (since 2014)

Separate Course Topics:	8
Total Number of Student Credit Hours Taught:	3,860
Average Evaluation Score for <i>Instructor Effectiveness</i> (Undergraduate Courses):	4.82 / 5.00
Average Evaluation Score for <i>Command of Subject</i> (Undergraduate Courses):	4.89 / 5.00
Average Evaluation Score for <i>Instructor Effectiveness</i> (Graduate Courses):	4.90 / 5.00
Average Evaluation Score for <i>Command of Subject</i> (Graduate Courses):	4.96 / 5.00

NEW COURSE TOPICS DEVELOPED

1. CE 895: Artificial Intelligence in the Architecture, Engineering, and Construction Industry (new class) – Created in Spring 2026
2. CMGT 713: RFPs in Design and Construction (new class) – Created in Spring 2025
3. CE 895: CEAE Graduate Internship (new class) – Created in Summer 2023
4. ARCE 698 – Architectural Engineering Comprehensive Design Project (new section focused on “*Construction Engineering & Management*”) – Created in Spring 2020
5. CMGT 457 – Construction Project Management – Created in Fall 2015
6. CMGT 706 – Alternative Project Delivery Methods – Created in Spring 2017

COURSES CONVERTED TO ONLINE DELIVERY (synchronous, asynchronous, and/or hybrid)

1. CMGT 457 – Construction Project Management – Spring 2019
2. CMGT 704 – Construction Estimating and Bidding – Spring 2019

DEVELOPMENT OF TEACHING SKILLS

Activities, workshops, and training attended with the purpose of improving teaching skills:

- Design-Build Institute of America (2019). *Certification Workshop*, June 4-6, 2019 in Boston, MA.
- Building a Stronger Curriculum with Kiewit (BSCK) – hosted by Kiewit Corporation
 - (2020) *Constr. Engineering & Procurement of Engineered Equipment*. July 22-23, virtual.
 - (2018) *Plan Reading, Work Planning, and Safety*. June 12-14, in Omaha, Nebraska.
 - (2017) *Project Cost Controls and MEP Craft Labor*. June 12-14, in Aurora, Colorado
 - (2016) *Scheduling and Estimating*. June 27-29, in Solomons, Maryland.

TEACHING SUMMARY – LIST OF COURSES TAUGHT (last 5 years)

Course Number and Title	Semester & Year	Number of Students Enrolled	Student Evals for “Instructor Effectiveness” (1-5)	Student Evals for “Command of Subject” (1-5)
CMGT 713: RFPs in Design & Construction	Summer 2026	15	tbd	tbd
CMGT 704: Construction Estimating & Bidding	Summer 2026	13	tbd	tbd
CMGT 713: RFPs in Design & Construction	Summer 2026	6	tbd	Tbd
CE 895: AI in the AEC Industry	Spring 2026	13	tbd	tbd
CMGT 704: Construction Estimating & Bidding	Spring 2026	12	tbd	tbd
CMGT 457: Construction Project Management	Fall 2025	98	4.88	4.93
CMGT 713: RFPs in Design & Construction	Fall 2025	11	5.00	5.00
CMGT 713: RFPs in Design & Construction	Summer 2025	14	-	-
CMGT 704: Construction Estimating & Bidding	Summer 2025	9	-	-
CMGT 706: Alternative Project Delivery	Spring 2025	21	5.00	5.00
CMGT 704: Construction Estimating & Bidding	Spring 2025	6	-	-
CMGT 713: RFPs in Design & Construction	Spring 2025	9	-	-
CMGT 457: Construction Project Management	Fall 2024	76	4.94	4.96
CE 895: CEAE Graduate Internship	Summer 2024	6	-	-
CMGT 704: Construction Estimating & Bidding	Summer 2024	10	-	-
CMGT 706: Alternative Project Delivery	Spring 2024	10	5.0	5.0
ARCE 698: Comprehensive Design Project	Spring 2024	17	4.92	5.0
CMGT 704: Construction Estimating & Bidding	Spring 2024	27	-	-
CE 895: CEAE Graduate Internship	Spring 2024	1	-	-
CE 895: CEAE Graduate Internship	Fall 2023	3	5.0	5.0
CE 895: CEAE Graduate Internship	Fall 2023	3	5.0	5.0
CMGT 457: Construction Project Management	Fall 2023	98	4.91	4.93
CE 895: CEAE Graduate Internship	Summer 2023	3	-	-
CMGT 704: Construction Estimating & Bidding	Summer 2023	13	4.86	5.0
CMGT 704: Construction Estimating & Bidding	Spring 2023	11	4.68	4.83
CMGT 706: Alternative Project Delivery	Spring 2023	8	5.0	5.0
ARCE 698: Comprehensive Design Project	Spring 2023	11	5.0	5.0
CMGT 704: Construction Estimating & Bidding	Fall 2022	15	4.75	5.0
CMGT 457: Construction Project Management	Fall 2022	89	4.58	4.81
CMGT 704: Construction Estimating & Bidding	Summer 2022	12	-	-
CMGT 704: Construction Estimating & Bidding	Spring 2022	14	5.0	5.0
CMGT 706: Alternative Project Delivery	Spring 2022	3	5.0	5.0
ARCE 698: Comprehensive Design Project	Spring 2022	9	5.0	5.0

LEGEND: ARCE = Architectural Engineering | CMGT = Construction Management | CE = Civil Engineering
 - not available for course

MENTORING & STUDENT SUPERVISION

SUMMARY OF MENTORING (since 2014)

Ph.D. Students Chaired or Co-Chaired (Graduated):	5
Ph.D. Students Chaired (Active, not yet graduated):	1
M.S. Students Graduated as Chair (Thesis):	6
M.S. Students Graduated as Chair (Project/Non-Thesis):	5
Undergraduate Students participating in Research:	10

PHD SUPERVISIONS CHAIRED & CO-CHAIRED

- [6] Ogundare, Ibilola – Fast-Track PhD (Chair)
Anticipated Completion: Spring 2026 (Fall 2022 – Present)
Topic: *Progressive Design-Build (PDB) and Preconstruction Services*
- [5] Kassa, Rebecca – PhD (Chair)
Anticipated Completion: Summer 2024 (Fall 2021 – Summer 2024)
Topic: *Optimization of Team Dynamics on Design and Construction Projects*
- [4] Maali, Omar – PhD (Chair)
Graduated: Spring 2022 (Fall 2019 – Spring 2022)
Topic: *Management Practices to Improve Adoption and Employee Well-Being During Organizational Changes in the AEC Industry*
- [3] Smadi, Adi – PhD (co-Chairs: Daniel Tran, Steve Schrock)
Graduated: Summer 2021
Topic: *Constructability Review Process: A Decision-Making Model Utilizing the Analytic Hierarchy Process (AHP) for State Transportation Agencies*
- [2] Shalwani, Amirali – PhD (Chair)
Graduated: Spring 2021
Topic: *Empirical Analysis of Issue Management in Small Vertical Construction Projects: Relationship between Project Performance, Project Team Actions, and Construction Issue Types*
- [1] Nguyen, Phuong – PhD (co-Chair: Daniel Tran)
Graduated: Spring 2020
Topic: *Development of Fuzzy Hybrid Approaches to Project Delivery Method Selection in Highway Construction*

MS SUPERVISIONS CHAIRED – THESIS OPTION

<i>Completed</i>	<i>Semester Completed</i>
1. Cheah, Elaine	2020 Summer
2. Maali, Omar	2019 Summer
3. Kakrapalli, Raghu Sai Venkata	2019 Spring
4. Kumar Reddy, Prashanth	2017 Summer
5. Shalwani, Amirali	2017 Summer
6. Vachhani, Anandkumar	2016 Summer
<i>In-Progress</i>	<i>Started</i>
1. Ogundare, Ibilola	2022 Fall

MS SUPERVISIONS CHAIRED – APPLIED PROJECT (NON-THESIS) OPTION

<i>Completed</i>	<i>Semester Completed</i>
1. Marulanga, Victoria	Spring 2025
2. Conateh, Fatou	2023 Fall
3. Schneider, Mark	2021 Fall
4. Kane, Maggee	2016 Fall
5. Alsinan, Rinad	2016 Summer
6. Kommalapati, Sai Sudhakar	2015 Spring
7. Miao, Feng	2015 Spring

UNDERGRADUATE RESEARCH MENTORSHIP

Participation from Undergraduate Researchers

1. Reed Abbott – Fall 2016 to Spring 2019 (*Self Engineering Leadership Fellows Program*)
2. Elaine Cheah – Fall 2016 to Fall 2018
3. Nicole Deutschmann – Spring 2020 to Fall 2020
4. Trevor Benjamin – Spring 2020 to Spring 2021
5. Corey Thomason – Spring 2020 to Fall 2020
6. Katie Kemper – Fall 2021 to Present
7. Aabhash Khadka – Fall 2021 to Present
8. Bhupen Adhikari – Fall 2022 to Present
9. Curtis Nelson – Fall 2022 to Present
10. Joe Byard – Fall 2022 to Present

GRADUATE COMMITTEE SERVICE

PhD Committee Member

1. Sudip Acharya
2. Nhien Le
3. Youmin Xu
4. Mozaher Kabir
5. Arjmand, Habib
6. Mohammed, Mamdouh
7. Xie, Kun
8. Kasana, Dipin
9. Dodd, Justin
10. Bypaneni, Sai Pavan Kumar
11. Eilers, Heather

Semester Completed

In Progress
 In Progress
 Spring 2026
 Spring 2026
 2023 Summer
 2022 Spring
 2022 Spring
 2021 Summer (at UNC-Charlotte)
 2021 Summer (at UNC-Charlotte)
 2017 Fall
 2015 Spring

MS Committee Member (Thesis)

1. Somuah, Juliana
2. Irshaid, Zainab
3. Mathew, Sharon
4. Ziffer, Steve
5. Upare, Anushree Gajanan Upare
6. Apt, Michael
7. Shirey, Will
8. Farooq, Muhammad Shumail
9. Kolli, Barath
10. Lampe, Cameron

Semester Completed

2024 Summer (at UNC-Charlotte)
 2022 Spring
 2018 Spring
 2017 Fall (at Arizona State)
 2017 Summer
 2017 Spring (at Arizona State)
 2017 Spring (at Arizona State)
 2017 Spring
 2015 Spring
 2015 Spring

MS Committee Member (Applied Project)

1. Bajwa, Amandeep
2. Pari, Saravanan
3. Gustafson, Derek
4. McClain, Allison
5. O'Dell, Jay
6. Brenner, Taylor
7. Fraught, Allen

Semester Completed

2018 Fall
 2017 Fall
 2017 Summer
 2015 Spring
 2015 Spring
 2014 Fall
 2014 Fall

PUBLICATIONS

SUMMARY OF PUBLICATIONS (since 2014)

Total Refereed Journal Papers (Published, In Press, and/or Accepted):	40
Total Refereed Conference Papers (Published and/or Accepted):	50
Technical Reports & Other Publications (Non-Refereed):	10
Journal Article co-Authorships with PhD/MS Students Chaired by Prof. Lines:	30
Conference Paper co-Authorships with PhD/MS Students Chaired by Prof. Lines:	52

LEGEND:

Bold & Underlined = KU Graduate Student (Chaired/co-Chaired by Prof. Lines)

Asterisk* = indicates corresponding author

(+) = Equal Contributions (if not equal, % of participation)

PEER-REVIEWED JOURNAL PAPERS

- [J40] **Ogundare, I., Kassa, R.**, Lines, B., Ummadisetti, H. K., Sullivan, K., & Smithwick, J. (2026). "Relationship Between Cost and Qualifications-Based Proposals for Architecture, Engineering, and Construction Firms." *International Journal of Construction Education and Research*, 1–24. <https://doi.org/10.1080/15578771.2026.2689915> (Ogundare 40%, Kassa 10%, Lines 20%, Ummadisetti 10%, Sullivan 10%, Smithwick 10%)
Data collection and compilation, advised MS Student in analysis and manuscript development
- [J39] Shamsi, M.F., Sullivan, K., Kassa, R., Lines, B., & Smithwick, J. (2025) "Enhancing Project Scheduling with AI Driven Analysis: A Case Study on Helipad Construction." (2025) *Journal of Research and Practice in Projects and Organizations*. (Shamsi 70%, Sullivan 15%, Kassa 5%, Lines 5%, Smithwick 5%)
Reviewed manuscript
- [J38] Kassa, K., Lines B, Smithwick, J., & Sullivan, K. (2025) "Where Do Preconstruction Schedules Go Off Track? An Evidence-Informed Industry Commentary." *Journal of Research and Practice in Projects and Organizations*. (Kassa 55%, Lines 15%, Smithwick 15%, Sullivan 15%)
Contributed to research design and data collection.
- [J37] **Marulanda, V.**, Lines B, Kassa, R., Smithwick, J., & Sullivan, K. (2025) "Togal.AI vs On-Screen Takeoff: A Comparative Analysis of Time Efficiency and Accuracy." *Journal of Research and Practice in Projects and Organizations*. (Marulanda 50%, Lines 20%, Kassa 10%, Smithwick 10%, Sullivan 10%)
Supervised MS Student
- [J36] Batarseh, S., Sullivan, K., Kassa, R., Smithwick, J., & Lines, B. (2025) "Independent Cost Estimation (ICE) in Public and Private Project Delivery: Definitions, Statutory Frameworks, and Delivery-Method

Comparisons.” *Journal of Research and Practice in Projects and Organizations*. (Batarseh 45%, Sullivan 25%, Kassa 10%, Smithwick 10%, Lines 10%)
Contributed to research design and review.

- [J35] **Ogundare I, Kassa R, Maali O**, Lines B, Smithwick JB, Sullivan KT (2025). “Differences in the Personality Factors of Specialty Field Leaders, Specialty Project Managers and General Contractor Project Managers for Job transition in the US Construction Industry.” *Built Environment Project and Asset Management*, DOI 10.1108/BEPAM-06-2025-0176. (Ogundare 25%, Kassa 15%, Maali 15%, Lines 15%, Smithwick 15%, Sullivan 15%)

Supervised PhD students in data analysis and manuscript preparation.

- [J34] **Ogundare, T.I., Kassa, R., Maali, O.**, Lines, B., Smithwick, J., and Sullivan, K. (2024). “Differences in the Personality Factors of Specialty Field Leaders, Specialty Project Managers, and General Contractor Project Managers for Job-Role Transition in the US Construction Industry.” *Engineering, Construction and Architectural Management (ECAM)*, DOI 10.1108/ECAM-06-2024-0737. (Ogundare 25%, Kassa 15%, Maali 15%, Lines 15%, Smithwick 15%, Sullivan 15%)

Supervised PhD students in data analysis and manuscript preparation.

- [J33] **Kassa*, R., Ogundare, I. T.**, Lines, B.C., Smithwick, J.B., Sullivan, K.T. (2023). “Comparative Analysis of Human Traits and Tendencies: General vs. Specialty Contractor Project Managers.” *Associated Schools of Construction International Journal of Construction Education & Research (ASC IJCER)*, DOI: 10.1080/15578771.2023.2294197 (Kassa 40%, Lines 20%, Ogundare 10%, Smithwick 20%, Sullivan 10%)

Supervised PhD & MS students in data analysis and manuscript preparation.

- [J32] **Kassa*, R., Ogundare, I.**, Lines, B.C., Smithwick, J.B., Kepple, N.J., Sullivan, K.T. (2023). “Developing a construct to measure contractor project manager performance competencies.” *Engineering, Construction & Architectural Management (ECAM)*, DOI: 10.1108/ECAM-12-2022-1122 (Kassa 40%, Lines 20%, Ogundare 10%, Kepple 20%, Sullivan 10%)

Supervised PhD & MS students in data analysis and manuscript preparation.

- [J31] **Nguyen*, P.**, Lines, B.C., **Maali, O.**, Sullivan, K.T., & Hurtado, K. (2022). “Current State of Practice in the Procurement of Information Technology Solutions: Content Analysis of Software Requests for Proposals.” *International Journal of Procurement Management*, 15(3), DOI: 10.1504/IJPM.2022.122569 (Nguyen 50%, Lines 20%, Maali 10%, Sullivan 10%, Hurtado 10%)

Supervised PhD student in data analysis and manuscript preparation.

- [J30] **Maali*, O.**, Kepple, N.J., & Lines, B.C. (2022). “Strategies to Achieve High Adoption of Organizational Change Initiatives within the AEC Industry.” *ASCE Journal of Management in Engineering*, 38(4), DOI:10.1061/(ASCE)ME.1943-5479.0001051. (Maali 50%, Kepple 25%, Lines 25%)

Supervised PhD student in data analysis and manuscript preparation.

➤ **ASCE Special Collection: “Re-thinking the Benefits of Adopting Digital Technologies in the AEC Industry”**

- [J29] Aldossari*, Lines, B.C, Smithwick J.B., Hurtado, K.C., & K., Sullivan, K.T. (2021). “Alternative Project Delivery Method Adoption in the AEC Industry: An Organizational Change Perspective.” *ASC International Journal of Construction Education and Research*, DOI:

10.1080/15578771.2021.2013997 (Aldossari 40%, Sullivan 20%, Hurtado 15%, Lines 15%, Smithwick 10%)

Contributed to survey design, data collection, and data preparation for analysis.

- [J28] **Shalwani*, A.** & Lines, B.C. (2021). "Using issue logs to improve construction project performance." *Engineering, Construction, and Architectural Management*, DOI: 10.1108/ECAM-12-2020-1089 (Shalwani 60%, Lines 40%)

Chair supervising PhD student in data collection, analysis, and manuscript preparation.

- [J27] Aldossari*, Lines, B.C, Smithwick J.B., Hurtado, K.C., & K., Sullivan, K.T. (2021). "Employee Reactions to Adoption of Alternative Project Delivery Methods within the AEC Industry." *ASC International Journal of Construction Education and Research*, DOI: 10.1080/15578771.2021.1900463 (Aldossari 40%, Sullivan 20%, Hurtado 15%, Lines 15%, Smithwick 10%)

Contributed to survey design, data collection, and data preparation for analysis.

- [J26] Lines, B.C., **Nguyen*, P.**, **Kakarapalli, R.** (2021). "An Empirical Analysis of Project Performance Outcomes for Best-Value Procurement in Design-Bid-Build Projects." *ASCE Journal of Management in Engineering*, Vol 37, No. 3. DOI: 10.1061/(ASCE)ME.1943-5479.0000896 (Nguyen 30%, Lines 20%, Kakarapalli 50%)

Supervised PhD and MS students in data analysis and manuscript preparation.

- [J25] Aldossari*, Lines, B.C, Smithwick J.B., Hurtado, K.C., & K., Sullivan, K.T. (2021). "Best Practices of Organizational Change for Adopting Alternative Project Delivery Methods in the AEC Industry." *Engineering, Construction, and Architectural Management*, Vol.28, No. 4, DOI: 10.1108/ECAM-03-2020-0166 (Aldossari 40%, Sullivan 20%, Hurtado 15%, Lines 15%, Smithwick 10%)

Contributed to survey design, data collection, and data preparation for analysis.

- [J24] **Shalwani*, A.** & Lines, B.C. (2021). "An Empirical Analysis of Issue Management in Small Building Construction Projects." *Associated Schools of Construction International Journal of Construction Education and Research*, DOI: <https://doi.org/10.1080/15578771.2020.1785062> (Shalwani 60%, Lines 40%)

Chair supervising PhD student in data collection, analysis, and manuscript preparation.

➤ **2021 Best Paper Award by the *International Journal of Construction Education and Research***

- [J23] **Nguyen*, P.**, Tran, D., & Lines, B. C. (2020). "Empirical Inference System for Highway Project Delivery Selection Using Fuzzy Pattern Recognition." *ASCE Journal of Construction Engineering and Management*, 146(12), DOI: 10.1061/(ASCE)CO.1943-7862.0001950 (Nguyen 50%, Tran 30%, Lines 20%)

Co-Chair supervising PhD student in data analysis and manuscript preparation.

- [J22] **Shalwani*, A.** & Lines, B.C. (2020). "An Empirical Analysis of the Causes of Cost and Schedule Growth for Small Healthcare and Educational Construction Projects." *Associated Schools of Construction International Journal of Construction Education and Research*, DOI: 10.1080/15578771.2020.1777488 (Shalwani 60%, Lines 40%)

Chair supervising PhD student in data collection, analysis, and manuscript preparation.

- [J21] Lines*, B.C., **Kakarapalli, R.**, & **Nguyen, P.H.D.*** (2020). "Does Best Value Procurement Cost More than Low-Bid? A Total Project Cost Perspective." *Associated Schools of Construction International*

Journal of Construction Education and Research, DOI: 10.1080/15578771.2020.1777489 (Lines 30%, Kakarapalli 40%, Nguyen 30%)

Chair supervising MS and PhD students in data analysis and manuscript preparation.

- [J20] **Maali*, O.**, Lines, B., Smithwick, J., Hurtado, K., & Sullivan, K. (2020). "Change Management Practices for Adopting New Technologies in the Design and Construction Industry." *Journal of Information Technology in Construction*, Vol. 25, DOI: 10.36680/j.itcon.2020.019 (Maali 30%, Lines 30%, Smithwick 15%, Hurtado 15%, Sullivan 10%)

Chair supervising PhD student in data analysis and manuscript preparation.

- [J19] **Nguyen*, P.**, Tran, D., & Lines, B. C. (2020). "Fuzzy Set Theory Approach to Classify Highway Project Characteristics for Delivery Selection." *ASCE Journal of Construction Engineering and Management*, 145(6), DOI: 10.1061/(ASCE)CO.1943-7862.0001829 (Nguyen 50%, Tran 30%, Lines 20%)

Co-Chair supervising PhD student in data analysis and manuscript preparation.

- [J18] **Shalwani*, A.**, Lines, B. C., & Smithwick, J. B. (2019). "Differentiation of Evaluation Criteria in Design-Build and Construction Manager at Risk Procurements." *ASCE Journal of Management in Engineering*, 35(5), DOI: DOI: 10.1061/(ASCE)ME.1943-5479.0000707 (Refereed) (Shalwani 50%, Lines 40%, Smithwick 10%)

Responsible for idea creation, supervised PhD student in data collection, analysis, and writing.

- **Selected to be featured in the Editor's Choice section of the *Journal of Management in Engineering* homepage in the ASCE Library (September 2019)**

- [J17] Lines*, B. C., & **Shalwani, A. S.** (2019). "Procurement of Architecture and Engineering Services: Influence of Cost on Selection Outcomes and Evaluation Criteria that Best Differentiate Consultant Expertise." *ASCE Journal of Architectural Engineering*, 25(1).

DOI:https://doi.org/10.1061/(ASCE)AE.1943-5568.0000344 (Refereed) (+)

Responsible for idea creation, supervised MS Student in data collection/analysis and publication.

- [J16] **Nguyen*, P.**, Lines, B. C., & Tran, D. (2018). "Best-Value Procurement in Design-Bid-Build Construction Projects: Empirical Analysis of Selection Outcomes." *ASCE Journal of Construction Engineering and Management*, 144(10). DOI:10.1061/(ASCE)CO.1943-7862.0001550 (Refereed) (+)

Responsible for idea creation, supervised PhD student in data collection, analysis, and writing.

- **Recognized by ASCE as being one of the top downloaded articles in Construction Engineering from ASCE Publications in 2018 (October 2018).**
- **Selected to be featured in the ASCE SmartBrief and shared across ASCE eNews to all members (October 18, 2018)**

- [J15] Lines*, B. C., & Smithwick, J. B. (2018). "Best Practices for Organizational Change Management within Electrical Contractors." *Associated Schools of Construction (ASC) International Journal of Construction Education and Research*. DOI:10.1080/15578771.2018.1479723 (Refereed) (Lines 60%, Smithwick 40%)

Responsible for idea generation, research proposal, data analysis, and manuscript preparation.

- [J14] Lines*, B. C., & **Ravi Kumar, G. G.** (2018). "Developing More Competitive Proposals: Relationship between Contractor Qualifications-Based Proposal Content and Owner Evaluation Scores." *ASCE Journal of Construction Engineering and Management*, 144(5).

DOI:https://doi.org/10.1061/(ASCE)CO.1943-7862.0001479 (Refereed) (+)

Responsible for idea generation and hypothesis generation. Advised MS student in data analysis.
Prepared the first draft manuscript from student MS Thesis.

- [J13] Shirey, W. T., Sullivan, K. T., Lines, B., & Smithwick*, J. (2017). "Application of Lean Six Sigma to Improve Service in Healthcare Facilities Management: A Case Study." *Journal of Facility Management Education and Research*, 1(1), 9-18. DOI:<https://doi.org/10.22361/jfmer/78724> (Refereed) (Shirey 45%, Sullivan 45%, Lines 5%, Smithwick 5%)

Responsible for manuscript review and assisted in MS student advising.

- [J12] Lines*, B. C., & **Kumar Reddy, P.** (2017). "Drivers of Organizational Change within the AEC Industry: Linking Change Management Practices with Successful Change Adoption." *ASCE Journal of Management in Engineering*, 33(6). doi:10.1061/(ASCE)ME.1943-5479.0000548 (Refereed) (+)

Responsible for idea generation and hypothesis development. Advised MS student in data analysis. Responsible for review/revision of final manuscript.

- [J11] Perrenoud*, A., Lines, B. C., Savicky, J., & Sullivan, K. (2017). "Using Best Value Procurement to Measure the Impact of Initial Risk Management Capability to Qualitative Construction Performance." *ASCE Journal of Management in Engineering*, 33(5). DOI:10.1061/(ASCE)ME.1943-5479.0000535 (Refereed) (Perrenoud 40%, Lines 10%, Savicky 10%, Sullivan 40%)

Contributed to research design, manuscript preparation, and revision process.

- [J10] Lines*, B. C., Perrenoud, A. J., Sullivan, K. T., Kashiwagi, D. T., & Pesek, A. (2017). "Implementing Project Delivery Process Improvements: Identification of Resistance Types and Frequencies." *ASCE Journal of Management in Engineering*. DOI:10.1061/(ASCE)ME.1943-5479.0000480, 04016031 (Refereed) (Lines 45%, Perrenoud 5%, Sullivan 40%, Kashiwagi 1%, Pesek 4%)

Responsible for research design, data analysis, and completion of the manuscript.

- [J9] Lines*, B. C., Sullivan, K. T., & Wiezel, A. (2016). "Support for Organizational Change: Change Readiness Outcomes among AEC Project Teams." *ASCE Journal of Construction Engineering and Management*, 142(2). DOI:10.1061/(ASCE)CO.1943-7862.0001043, 04015062 (Refereed) (Lines 45%, Sullivan 45%, Wiezel 10%)

Responsible for research design, data analysis, and completion of the manuscript.

- [J8] Lines*, B. C., Sullivan, K. T., Smithwick, J. B., & Mischung, J. (2015). "Overcoming Resistance to Change in Engineering and Construction: Change Management Factors for Owner Organizations." *International Journal of Project Management*, 33(5), 1170-1179. DOI:10.1016/j.ijproman.2015.01.008 (Refereed) (Lines 45%, Sullivan 45%, Smithwick 5%, Mischung 5%)

Responsible for research design, data analysis, and completion of the manuscript.

- [J7] Lines*, B., Perrenoud, A., Sullivan, K., & Smithwick, J. (2014). "Implementing New Project Delivery Strategies: Development of a Web-Based Multimedia Tool to Support Owner Project Team Training." *Associated Schools of Construction (ASC) International Journal of Construction Education and Research*, 11(2), 1-21. DOI:10.1080/15578771.2014.930541 (Refereed) (Lines 45%, Perrenoud 5%, Sullivan 45%, Smithwick 5%)

Responsible for research design, data analysis, and completion of the manuscript.

- [J6] Lines*, B. C., Sullivan, K. T., Hurtado, K. C., & Savicky, J. (2014). "Planning in Construction: Longitudinal Study of Pre-Contract Planning Model Demonstrates Reduction in Project Cost and Schedule Growth." *Associated Schools of Construction (ASC) International Journal of Construction Education and Research*, 11(1), 21-39. DOI:10.1080/15578771.2013.872733 (Refereed) (+)
All authors contributed equally to idea generation and research design. Responsible for data analysis and completion of the manuscript.
- [J5] Perrenoud*, A. J., Lines, B. C., & Sullivan, K. T. (2014). "Measuring Risk Management Performance within a Capital Program." *Journal of Facilities Management*, 12(2), 158-171.
DOI:http://dx.doi.org/10.1108/JFM-03-2013-0018 (Refereed) (Perrenoud 45%, Lines 10%, Sullivan 45%)
Participated in idea generation and research design. Contributed revisions to the original manuscript
- [J4] Lines*, B. C., Perrenoud, A. J., & Sullivan, K. T. (2013). "Optimizing Cost and Schedule Performance through Best Value Project Delivery: Application within a Design-Build Project." *Journal for the Advancement of Performance Information & Value, CIB Encouraged Journal*, 5(1), 27-40. DOI: http://cibw117.com/journal/index.php/performance-info-and-value/article/view/111 (Refereed) (+)
Responsible for research design, data analysis, and completion of the manuscript.
- [J3] Lines*, B. C., Sullivan, K. T., & 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*, 5(1), 1-19.
http://cibw117.com/journal/index.php/performance-info-and-value/article/view/109 (Refereed) (Lines 40%, Sullivan 40%, Stone 40%)
Responsible for research design, data analysis, and completion of the manuscript.
- [J2] Sullivan*, K. T., & Lines, B. C. (2012). "Project Management Strategies to Maximize Performance in Exploratory Research: Case Study in Solar Thermal Energy Storage Technology Development." *ASCE Leadership and Management in Engineering*, 12(2), 71-80. DOI:10.1061/(ASCE)LM.1943-5630.0000167 (Refereed) (+)
Responsible for research design, field work, data analysis, and completion of the manuscript.
- [J1] Sullivan*, K. T., Georgoulis, S. W., & Lines, B. C. (2010). "Empirical Study of the Current United States Facilities Management Profession." *Journal of Facilities Management*, 8(2), 91-103.
http://www.emeraldinsight.com/doi/abs/10.1108/14725961011041143 (Refereed) (+)
Responsible for preparation of first draft of the manuscript.

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- [C50] Somuah, J., Kassa, R., Smithwick, J., Lines, B., & Sullivan, K. (2025). "The Role of Emotional Intelligence in Facility Management Leadership: A Comparative Analysis Across Organizational Levels". *Proceedings of 61st Annual Associated Schools of Construction International Conference*, pp. 725–733.
- [C49] **Kassa, R., Ogundare, I.**, Lines, B., Smithwick, J., & Sullivan, K. (2024) "Assessing the Overall Personality of Construction Project Teams: A Weighted Combination of Individual Team Member Personality Traits." In *ASCE's Construction Research Congress 2024* (pp. 220-231). <https://doi.org/10.1061/9780784485293.023>
- [C48] **Ogundare, T.I., Kassa, R., Maali, O.**, Lines, B., Smithwick, J., and Sullivan, K. (2024). "Current Practices in the Development of Guaranteed Maximum Price (GMP) Contracts" in *Proceedings of ASCE Construction Research Congress 2024*, pp. 146-154. <https://doi.org/10.1061/9780784485286.01>
- [C47] **Ogundare, I., Kassa, R.**, Lines, B., Ubi, N., Somuah, J, and Ummadisetti, H. (2024). "Do Greater Qualifications Imply Higher Bid Costs?" in *Proceedings of 60th Annual Associated Schools of Construction International Conference*, pp. 621–630. <https://doi.org/10.29007/kf4x>
- [C46] Shah, D., Rajavolu, S. V. R., Sullivan, K., Shah, K., Ummadisetti, H. K., Lines, B., **Ogundare, I.**, Smithwick, J., & Ubi, N. (2024). "The Future of Construction Education: Integrating Artificial Intelligence Tools in Cost Estimation Courses," in *Proceedings of 60th Annual Associated Schools of Construction International Conference*, pp. 276–284. <https://doi.org/10.29007/g69w>
- [C45] Ummadisetti, H. K., Sullivan, K., Lines, B., **Maali, O.**, Smithwick, J., Ubi, N., & **Kassa, R.** (2024). "Facilitated Collaboration: Case Study of Multi-Level Workforce Collaboration and Integration on a Construction Project," in *Proceedings, Associated Schools of Construction 60th Annual International Conference*, pp. 786–794. <https://doi.org/10.29007/w7pj>
- [C44]: **Kassa, R., Ogundare, I.T.**, Lines, B., Smithwick, J., and Sullivan, K. (2023). "Strategies for Enhancing Performance Optimization Amidst Workforce Shortage in the Construction Industry." In *Proceedings, ASCE Midwest Section Conference*. Omaha, NB. (Refereed)
- [C43]: **Kassa, R., Ogundare, I.T.**, Lines, B., Smithwick, J., and Sullivan, K. (2023). "Exploring the Relationship Between Team Personality and Team Dynamics in Construction Project Teams: A Literature Review." In *Proceedings, ASCE Annual Conference*. Baltimore, MD. (Refereed)
- [C42]: **Ogundare, I.T., Kassa, R., Maali, O.**, Lines, B., Smithwick, J., and Sullivan, K. (2023). "Differences in the Human Dimensions of Specialty Field Leaders and General Contractor Project Managers." In *Proceedings, ASCE Annual Conference*. Baltimore, MD. (Refereed)
- [C41]: **Kassa, R.**, Perrin, M., **Ogundare, I.T.**, Lines, B., Smithwick, J., and Sullivan, K. (2023). "Measuring Team Effectiveness in Construction Projects: Team Members' Perceptions." In *Proceedings, ASCE Annual Conference*. Baltimore, MD. (Refereed)

- [C40]: **Ogundare, I.T., Kassa, R., Maali, O.**, Lines, B., Smithwick, J., and Sullivan, K. (2023). "Skillsets of Top-Performing Specialty Field Leaders: A Study of Site Superintendents, General Foremen, and Crew Leaders in the Sheet Metal and Air Conditioning Trades." In *Proceedings, ASEE Annual Conference*. Baltimore, MD. (Refereed)
- [C39]: **Maali, O.**, Lines, B., **Shalwani, A.**, Smithwick, J., and Sullivan, K. (2022). "Distinguishing Human Factors of Top-Performing Project Managers in the Sheet Metal and Air Conditioning Trades." In *Proceedings, 58th Annual ASC International Conference*. Atlanta, GA. (Refereed)
- **2022 Best Paper Award by the Associated Schools of Construction (ASC) International Conference Proceedings.**
- [C38] **Maali, O.**, Lines, B., **Shalwani, A.**, Smithwick, J., and Sullivan, K. (2022). "Differences between Job Roles in the Specialty Trades: A Human Factors Approach." In *Proceedings, 58th Annual ASC International Conference*. Atlanta, GA. (Refereed)
- [C37] **Kassa, K., Maali, O.**, Lines, B., Smithwick, J., and Sullivan, K. (2022). "Assessment of the Relationship between Ethical Decision-Making and Human Dimensions of Construction Students." In *Proceedings, 58th Annual ASC International Conference*. Atlanta, GA. (Refereed)
- [C36] Kasana, D., Dodd, J., Smithwick, J., **Shalwani, A.**, & Lines, B. (2022). "A Quantitative Assessment of Change Adoption Success within the Facility Management Industry." In *Construction Research Congress 2022*, Arlington, VA. (Refereed) (Kasana 45%, Dodd 20%, Smithwick 15%, Shalwani 10%, Lines 10%)
- [C35] **Maali, O., Shalwani, A.**, Lines, B., Hurtado, K. & Sullivan, K. (2022). "Are Different Innovations More Challenging to Implement? A Comparison of Different Types of Innovations in the AEC." In *Construction Research Congress 2022*, Arlington, VA. (Refereed) (Maali 35%, Shalwani 20%, Lines 15%, Hurtado 15%, Sullivan 15%)
- [C34] **Shalwani, A., Maali, O.**, Lines, B., Kasana, D., & Smithwick, J. (2021). "Management Practices that Lead to Successful Change Initiatives in the AEC Industry: An Interdisciplinary Approach." In *Proceedings, 57th Annual ASC International Conference*. Chico, CA. (Refereed) (Shalwani 35%, Maali 20%, Lines 15%, Kasana 15%, Smithwick 15%)
- [C33] **Maali, O., Shalwani, A.**, Lines, B., Sullivan, K.T., and Perrenoud, A. (2021). "A Spectrum of Employee Reactions to the Adoption of Organizational Changes in the AEC Industry." In *Proceedings, 57th Annual ASC International Conference*. Chico, CA. (Refereed) (Maali 35%, Shalwani 20%, Lines 15%, Sullivan 15%, Perrenoud 15%)
- [C32] **Shalwani, A.**, Lines, B., Smithwick, J., Dodd, J., & Kasana, D. (2020). "An Empirical Analysis of Sources of Cost and Schedule Growth for Facilities Projects." In *Proceedings, ASCE Construction Research Congress*. Tempe, AZ. (Refereed) (Shalwani 45%, Lines 25%, Smithwick 20%, Dodd 5%, Kasana 5%)
- [C31] **Nguyen, P.H.D.**, Tran, D., & Lines, B.C. (2020). "Identifying Common Groups of Highway Projects Using Fuzzy Cluster Analysis." In *Proceedings, ASCE Construction Research Congress*. Tempe, AZ. (Refereed) (Nguyen 50%, Tran, 25%, Lines 25%)

- [C30] Kasana, D., Dodd, J., Smithwick, J., **Shalwani, A.**, & Lines, B. (2020). "A Comparative Case Study to Evaluate the Impact of the Formal Pre-planning Phase on Risk Management Efforts by Contractor's Team." In *Proceedings, ASCE Construction Research Congress*. Tempe, AZ. (Refereed) (Dodd 30%, Kasana 30%, Smithwick 30%, Shalwani 5%, Lines 5%)
- [C29] Delvinne, H.H., Hurtado, K., Smithwick, J., Lines, B., & Sullivan, K. (2020). "Construction Workforce Challenges and Solutions: A National Study of the Roofing Sector in the United States." In *Proceedings, ASCE Construction Research Congress*. Tempe, AZ. (Refereed) (Delvinne 30%, Hurtado 30%, Smithwick 5%, Lines 5%, Sullivan 20%)
- [C28] **Nguyen, P.H.D.**, Tran, D., & Lines, B. C. (2020). "Exploring the Adaption of Lean Principles to Highway Construction." In *Proceedings, ASCE Construction Research Congress*. Tempe, AZ. (Refereed) (Nguyen 70%, Tran 15%, Lines 15%)
- [C27] **Cheah, E.L.**, Lines, B., Smithwick, J., Hurtado, K., & Sullivan, K. (2020). "Top-Performing Project Managers in Electrical Contractors: A National Assessment of Personality and Aptitude Characteristics." In *Proceedings, ASCE Construction Research Congress*. Tempe, AZ. (Refereed) (Cheah 20%, Lines 20%, Smithwick 20%, Hurtado, 20%, Sullivan 20%)
- [C26] **Maali, O.**, Lines, B., Smithwick, J., Hurtado, K., & Sullivan, K. (2020). "Best Practices of Organizational Change Management for Adopting New Technologies within the AEC Industry." In *Proceedings, ASCE Construction Research Congress*. Tempe, AZ. (Refereed) (Maali 40%, Lines 30%, Smithwick 10%, Hurtado 10%, Sullivan 10%)
- [C25] **Nguyen, P.H.D.**, Tran, D., & Lines, B.C. (2019). "Implementation of Fuzzy Cluster Analysis to Partition Cost Performance into Typical Groups Based Upon Project Characteristics." In *Proceedings, Associated Schools of Construction (ASC) 55th Annual International Conference* (pp. 661-617). Denver, CO. (Refereed) (Nguyen 50%, Tran 25%, Lines 25%)
- [C24] Saseendran, A., Delvinne, H., Sullivan, K., **Shalwani, A.S.**, & Lines, B.C. (2019). "Transforming Student Groups into Effective Teams: Utilizing Human Dimensions to Maximize Student Success." In *Proceedings, Associated Schools of Construction (ASC) 55th Annual International Conference* (pp. 323-330). Denver, CO. (Refereed) (Saseendran 30%, Delvinne 20%, Sullivan 30%, Lines 10%, Shalwani 10%)
- [C23] **Shalwani, A.S.**, Lines, B.C., Delvinne, H., Saseendran, A., & Sullivan, K.T. (2019). "Team Structuring Based on Personality and Emotionality Traits for Better Project Performance." In *Proceedings, Associated Schools of Construction (ASC) 55th Annual International Conference* (pp. 316-322). Denver, CO. (Refereed) (Shalwani 20%, Lines 20%, Delvinne 20%, Saseendran 20%, Sullivan 20%)
- [C22] **Shalwani, A.S.**, Lines, B. C., Kasana, D. V., Dodd, J., & Smithwick, J. B. (2019). "Effect of Risk Prolongation on Cost and Schedule of a Project." In *Proceedings, Associated Schools of Construction (ASC) 55th Annual International Conference* (pp. 571-577). Denver, CO. (Refereed) (Shalwani 45%, Lines 40%, Kasana 5%, Dodd 5%, Smithwick 5%)
- [C21] Hurtado, K., Saseendran, A., Sullivan, K., Smithwick, J., Lines, B., & Stone, B. (2018). "Team Assignment Mechanics: Qualifications, Availability, and the Human Element." In *Proceedings,*

- American Society of Civil Engineers (ASCE) Construction Research Congress* (pp. 158-164). New Orleans, LA. (Refereed) (+)
- [C20] Lines, B. C., **Vachhanni, A.**, & Perrenoud, A. (2018). "Risk Distribution in the Construction Phase: Timing, Cost Impact, and Root-Cause Sources of Individual Risk Factors." In *Proceedings, Associated Schools of Construction 54th International Annual* (pp. 634-641). Minneapolis, MN. (Refereed) (+)
- [C19] Lines, B., & **Kakarapalli, V.S.R.** (2018). "Total Project Cost of Best-Value Procurement: Linking Bid Prices with Project Closeout Performance. In *Proceedings, American Society of Civil Engineers (ASCE) Construction Research Congress* (pp. 64-73). New Orleans, LA. (Refereed) (+)
- [C18] Lines, B., **Shalwani, A.**, & Smithwick, J. (2018). "Effectiveness of Qualifications-Based Selection Criteria in Design-Build and Construction Manager at Risk Procurements: An Empirical Analysis." In *Proceedings, American Society of Civil Engineers (ASCE) Construction Research Congress* (pp. 137-147). New Orleans, LA. (Refereed) (Lines 45%, Shalwani 45%, Smithwick 10%)
- [C17] **Nguyen, P.**, Lines, B., & Tran, D. (2018). "Best-Value Procurement in Design-Bid-Build Construction Projects: Empirical Analysis of Selection Outcomes." In *Proceedings, American Society of Civil Engineers (ASCE) Construction Research Congress* (pp. 126-136). New Orleans, LA. (Refereed) (+)
- [C16] Perrenoud, A., Alnassar, J., Lines, B., & Bigelow, B. (2018). "A Review of the Barriers to Implementing Project Risk Management and a Study of Their Impact on Electrical Contractors' Risk Maturity Levels." In *Proceedings, ASCE Construction Research Congress* (pp. 272-281). New Orleans, LA. (Refereed) (Perrenoud 35%, Alnassar 30%, Bigelow 30%, Lines 5%)
- [C15] **Shalwani, A.S.**, Lines, B.C., Smithwick, J.B., Hurtado, K.C., & Sullivan, K.T. (2018). "Relationship of Construction Engineering and Management Student Performance with Personality Traits: HEXACO and Emotional Intelligence." In *Proceedings, Associated Schools of Construction 54th International Annual Conference* (pp. 273-280). Minneapolis, MN. (Refereed) (+)
- [C14] Lines, B.C., & **Shalwani, A.S.** (2017). "Best Value Procurement of Architectural and Engineering Services: Selection Characteristics and the Relative Influence of Various Evaluation Criteria." In *Proceedings, Architectural Engineering Institute (AEI) Conference 2017* (pp. 794-805). Oklahoma City, OK. (Refereed) (+)
- [C13] Lines, B.C., Sullivan, K.T., & Perrenoud, A.J. (2017). "Facilitating the Adoption of New Project Delivery Practices among Architecture, Engineering, and Construction Project Teams." In *Proceedings, Architectural Engineering Institute (AEI) Conference 2017* (pp. 817-824). Oklahoma City, OK. (Refereed) (Lines 45%, Sullivan 45%, Perrenoud 10%)
- [C12] Smithwick, J., Lines, B.C., Sawyer, J., & Sullivan, K. (2017). "An Analysis of Construction Overhead Expenses During the 'Great Recession'." In *Proceedings, Associated Schools of Construction 53rd Annual International Conference* (pp. 445-452). Seattle, WA. (Refereed) (Smithwick 45%, Lines 5%, Sawyer 5%, Sullivan 45%)
- [C11] Gajjar, D., Kashiwagi, D.T., Sullivan, K.T., & Lines, B.C. (2016). "Use of a Warranty Tracking Program to Identify and Resolve Performance Risks." In *Proceedings, American Society of Civil Engineers*

- (ASCE) Construction Research Congress (pp. 2171-2176). San Juan, Puerto Rico. (Refereed) (Gajjar 40%, Kashiwagi 20%, Sullivan 30%, Lines 10%)
- [C10] Lines, B.C., & **Miao, F.** (2016). "Writing More Competitive Proposals: Content Analysis of Selected (and Unselected) Construction Contractor Technical Proposals." In *Proceedings, American Society of Civil Engineers (ASCE) Construction Research Congress* (pp. 457-466). San Juan, Puerto Rico: ASCE. (Refereed) (+)
- [C9] Hurtado, K., Lines, B.C., & Sullivan, K.T. (2015). "Construction Performance Mapping Model for Outsourcing Organizations." In *Proceedings, Associated Schools of Construction 51st Annual International Conference*. College Station, TX. (Refereed) (Hurtado 45%, Lines 10%, Sullivan 45%)
- [C8] Smithwick, J.B., Lines, B.C., & Sullivan, K.T. (2015). "Minimizing Construction Project Schedule Delays through Risk Management and Performance Information." In *Proceedings, Associated Schools of Construction 51st Annual International Conference*. College Station, TX. (Refereed) (Smithwick 45%, Lines 10%, Sullivan 45%)
- [C7] Sawyer, J., Lines, B., Sullivan, K., & Kashiwagi, D. (2015). "Qualifications Based Selection of Construction Services: Evaluation Criteria that Best Differentiate Contractor Qualifications." In *Proceedings, Associated Schools of Construction 51st Annual International Conference*. College Station, TX. (Refereed) (+)
- [C6] Lines, B.C., Sullivan, K.T., and Smithwick, J. (2014). "An Action Research Approach to Implementation of APDMs within AEC Owner Organizations: Overcoming Resistance through Education." In *Proceedings of the American Society of Civil Engineers (ASCE) Construction Research Congress*. Atlanta, GA, USA, May 19-21 (pp. 2084-2095). (Refereed) (+)
- [C5] Lines, B.C., & Sullivan, K.T. (2013). "Barriers to Implementing New AEC Project Delivery Methods within Owner Organizations: Development of a Training Tool." In *Proceedings of the 49th Annual International Associated Schools of Construction International*, San Luis Obispo, California, April 9-13. (Refereed) (+)
- [C4] Ferrin, P., Lines, B.C., Sullivan, K.T., & Kashiwagi, D.T. (2012). "Framework for Managing Outsourcing- A Large Scale Services Contract Case Study." In *Proceedings of COBRA RICS Construction and Property Conference*, Las Vegas, Nevada, September 11-14, 2012 (pp. 1421-1428). (Refereed)
- [C3] Sullivan, K. T., Lines, B.C., Stone, B., Stewart, B., & Warren, H. (2012). "Change Management Principles: Best Value Implementation Case Study." In *Proceedings of RICS COBRA Building, Property, and Real Estate Conference*, Las Vegas, Nevada, USA, September 11-14, 2012 (pp. 1103-1111). (Refereed) (+)
- [C2] Sullivan, K.T., Lines, B.C., Stone, B., Stewart, B., & Warren, H. (2012). "Impact of Preplanning on Construction Project Success: Pre-Contract Planning Case Study." In *Proceedings of RICS COBRA Building, Property, and Real Estate Conference*, Las Vegas, Nevada, USA, September 11-14, 2012 (pp. 1429-1437). (Refereed) (+)

- [C1] Sullivan, K.T., Kashiwagi, D.T., & Lines, B.C. (2011). "Organizational Change Models: A Critical Review of Change Management Processes." In *Proceedings of COBRA RICS Construction and Property Conference*, Salford, UK, September 12-13, 2011 (pp. 256-266). (Refereed) (+)

TECHNICAL REPORTS

- [TR15] Kassa, R., Smithwick, J., Lines, B., & Sullivan, K. (2026). Asia Operations and Maintenance Benchmarking Report. International Facility Management Association. ISBN: 978-1-883176-78-5.
- [TR14] Call, S., Smithwick, J., Kassa, R., Lines, B., & Sullivan, K. (2026). IFMA Global Salary and Compensation Report 2026. International Facility Management Association.
- [TR13] Smithwick, J., Aboelmagd, N., Lines, B., & Sullivan, K. (2026). Managing Facilities in the World's Mega-Cities: A Benchmarking Report. International Facility Management Association.
- [TR12] Smithwick, J., Ubi, N., Lines, B., & Sullivan, K. (2026). Making the Case at the C-Suite for Facility Management. International Facility Management Association.
- [TR11] Smithwick, J., Kassa, R., Lines, B., & Sullivan, K. (2025). *Facility Management Pulse Report: October—December 2025*. International Facility Management Association.
- [TR10] Smithwick, J., Somuah, J., Kassa, R., Lines, B., & Sullivan, K. (2025). *Blueprints of Behavior: How Top Facility Managers Lead, Collaborate and Innovate*. International Facility Management Association.
- [TR9] Lines, B., Ogundare, I., Smithwick, J., Kassa, R., Sullivan, K. (2025). "Value of Early Facility Manager Involvement in Capital Projects." *International Facility Management Association (IFMA)*.
- [TR8] Lines, B., Smithwick, J., Sullivan, K., Hurtado, K., Savicky, J., Sawyer, J., Turner, K. A., & Baxter, K. (2025). *Practices for Transportation Agency Procurement and Management of Advanced Technologies* (NCHRP Project 23-19). NCHRP: National Academies of Sciences, Engineering, and Medicine. <https://trid.trb.org/View/2550941>.
- [TR7] Smithwick, J., Somuah, J., Kassa, R., Lines, B., & Sullivan, K. (2024). Personalities of Facility Managers: The People Behind the Facilities. *International Facility Management Association (IFMA)*.
- [TR6] Lines, B. & Smithwick, J. (2023). "The Facility Manager's Guide to Procuring Technology." *International Facility Management Association (IFMA)*.
- [TR5] Sullivan, K., Lines, B., & Maali, O. (2022). "Changing the Industry Using the Project Summit Approach." *Simplar Foundation*, Phoenix, AZ.
- [TR4] Maali, O., Lines, B.C., & Smithwick, J.B. (2021). "Human Dimensions Assessment of Top-Performing Personnel within Sheet Metal and Air Conditioning Contractors." *Sheet Metal and Air Conditioning Contractors' National Association's (SMACNA) New Horizons Foundation (NHF)*, Chantilly, Virginia.

- [TR3] Smithwick, J.B. and Lines, B.C. (2019). "Personality and Aptitude Assessment of Top-Performing Electrical Contractor Project Managers." *National Electrical Contractor's Association's (NECA) ELECTRI International*, Bethesda, Maryland (November 2019).
- [TR2] Lines, B.C. & Smithwick, J.B. (2019). "Tools for the Hiring, Promotion, and Talent Development of Sheet Metal and Mechanical Contractor Personnel." *Sheet Metal and Air Conditioning Contractors' National Association's (SMACNA) New Horizons Foundation (NHF)*, Chantilly, Virginia (June 2019).
- [TR1] Lines, B.C. and Smithwick, J.B., (2018). "Best Practices for Organizational Change Management within Electrical Contractors." *National Electrical Contractor's Association's (NECA) ELECTRI International*, Bethesda, Maryland (January 2018).

OTHER PUBLICATIONS (NON-REFEREED)

- [OP1] Hunter, R., Lines, B., & Sawyer, J. (2015) "Change Readiness: Adopting Innovation for the Long Haul." *Engineering News Record (ENR)*, July 2015, Accessible via:
<http://www.enr.com/articles/9047-change-readiness-adopting-innovation-for-the-long-haul>

PRESENTATIONS

SUMMARY OF PRESENTATIONS (since 2014)

Total Peer-Reviewed Conference Presentations (incl. Chaired graduate students): **37**

Short Courses for Engineering & Construction Professionals: **16**

Invited Industry Presentations: **78**

Invited Industry Presentations as Keynote Speaker: **4**

LEGEND:

Bold & Underlined = KU Graduate Student (Chaired/co-Chaired by Prof. Lines)

*Presenter

PEER-REVIEWED CONFERENCE PRESENTATIONS

2024

1. Shah*, D., Rajavolu, S. V. R., Sullivan, K., Shah, K., Ummadisetti, H. K., Lines, B., Ogundare, I., Smithwick, J., & Ubi, N. (2024). "The Future of Construction Education: Integrating Artificial Intelligence Tools in Cost Estimation Courses," in Proceedings of 60th Annual Associated Schools of Construction International Conference (Refereed)
2. Ummadisetti*, H. K., Sullivan, K., Lines, B., Maali, O., Smithwick, J., Ubi, N., & Kassa, R. (2024). "Facilitated Collaboration: Case Study of Multi-Level Workforce Collaboration and Integration on a Construction Project," in Proceedings, Associated Schools of Construction 60th Annual International Conference (Refereed)

2023

3. Lines*, B. (2023). "AEC Industry Outlook: Skillset Development in the Face of Changing Headwinds (or, it's all about the people)." Architectural Engineering Institute (AEI) Annual Conference.
4. **Kassa*, R., Ogundare, I.T.,** Lines, B., Smithwick, J., and Sullivan, K. (2023). "Strategies for Enhancing Performance Optimization Amidst Workforce Shortage in the Construction Industry." In Proceedings, ASEE Midwest Section Conference. Omaha, NB. (Refereed)
5. **Kassa, R.*, Ogundare, I.T.,** Lines, B., Smithwick, J., and Sullivan, K. (2023). "Exploring the Relationship Between Team Personality and Team Dynamics in Construction Project Teams: A Literature Review." In Proceedings, ASEE Annual Conference. Baltimore, MD. (Refereed)
6. **Ogundare, I.T.*, Kassa, R., Maali, O.,** Lines, B., Smithwick, J., and Sullivan, K. (2023). "Differences in the Human Dimensions of Specialty Field Leaders and General Contractor Project Managers." In Proceedings, ASEE Annual Conference. Baltimore, MD. (Refereed)

7. **Kassa, R.***, Perrin, M., **Ogundare, I.T.**, Lines, B., Smithwick, J., and Sullivan, K. (2023). "Measuring Team Effectiveness in Construction Projects: Team Members' Perceptions." In Proceedings, ASEE Annual Conference. Baltimore, MD. (Refereed)
8. **Ogundare*, I.T., Kassa, R., Maali, O.**, Lines, B., Smithwick, J., and Sullivan, K. (2023). "Skillsets of Top-Performing Specialty Field Leaders: A Study of Site Superintendents, General Foremen, and Crew Leaders in the Sheet Metal and Air Conditioning Trades." In Proceedings, ASEE Annual Conference. Baltimore, MD. (Refereed)

2022

9. **Maali*, O.**, Lines, B., **Shalwani, A.**, Smithwick, J., and Sullivan, K. (2022). "Distinguishing Human Factors of Top-Performing Project Managers in the Sheet Metal and Air Conditioning Trades." In *Proceedings, 58th Annual ASC International Conference*. Atlanta, GA. (Refereed)
10. **Maali*, O.**, Lines, B., **Shalwani, A.**, Smithwick, J., and Sullivan, K. (2022). "Differences between Job Roles in the Specialty Trades: A Human Factors Approach." In *Proceedings, 58th Annual ASC International Conference*. Atlanta, GA. (Refereed)
11. **Kassa*, K., Maali, O.**, Lines, B., Smithwick, J., and Sullivan, K. (2022). "Assessment of the Relationship between Ethical Decision-Making and Human Dimensions of Construction Students." In *Proceedings, 58th Annual ASC International Conference*. Atlanta, GA. (Refereed)
12. Kasana, D., Dodd, J., Smithwick*, J., **Shalwani, A.**, & Lines, B. (2022). "A Quantitative Assessment of Change Adoption Success within the Facility Management Industry." In *Construction Research Congress 2022*, Arlington, VA. (Refereed) (Kasana 45%, Dodd 20%, Smithwick 15%, Shalwani 10%, Lines 10%)
13. **Maali*, O., Shalwani, A.**, Lines, B., Hurtado, K. & Sullivan, K. (2022). "Are Different Innovations More Challenging to Implement: A Comparison of Different Types of Innovations in the AEC." In *Construction Research Congress 2022*, Arlington, VA. (Refereed) (Maali 35%, Shalwani 20%, Lines 15%, Hurtado 15%, Sullivan 15%)

2020

14. **Shalwani, A.***, Lines, B., Smithwick, J., Dodd, J., & Kasana, D. (2020). "An Empirical Analysis of Sources of Cost and Schedule Growth for Facilities Projects." In Proceedings, ASCE Construction Research Congress. Tempe, AZ.
15. **Nguyen, P.H.D.***, Tran, D., & Lines, B.C. (2020). "Identifying Common Groups of Highway Projects Using Fuzzy Cluster Analysis." In Proceedings, ASCE Construction Research Congress. Tempe, AZ.
16. Dodd*, J., Kasana, D., Smithwick, J., **Shalwani, A.**, & Lines, B. (2020). "A Comparative Case Study to Evaluate the Impact of the Formal Pre-planning Phase on Risk Management Efforts by Contractor's Team." In Proceedings, ASCE Construction Research Congress. Tempe, AZ. (Refereed)

17. Delvinne,* H.H., Hurtado, K., Smithwick, J., Lines, B., & Sullivan, K. (2020). "Construction Workforce Challenges and Solutions: A National Study of the Roofing Sector in the United States." In Proceedings, ASCE Construction Research Congress. Tempe, AZ. (Refereed)
18. **Nguyen, P.H.D.***, Tran, D., & Lines, B. C. (2020). "Exploring the Adaption of Lean Principles to Highway Construction." In Proceedings, ASCE Construction Research Congress. Tempe, AZ.
19. **Shalwani, A.***, Cheah, E.L., Lines, B., Smithwick, J., Hurtado, K., & Sullivan, K. (2020). "Top-Performing Project Managers in Electrical Contractors: A National Assessment of Personality and Aptitude Characteristics." In Proceedings, ASCE Construction Research Congress. Tempe, AZ.

2019

20. **Nguyen, P.H.D.***, Tran, D., & Lines, B.C. (2019). "Implementation of Fuzzy Cluster Analysis to Partition Cost Performance into Typical Groups Based Upon Project Characteristics." *2019 Associated Schools of Construction (ASC) 55th Annual International Conference*, Denver, CO. (Student Presented)
21. Saseendran, A., Delvinne, H.H., Sullivan, K.T., **Shalwani, A.S.***, & Lines, B.C. (2019). "Transforming Student Groups into Effective Teams: Utilizing Human Dimensions to Maximize Student Success." *2019 Associated Schools of Construction (ASC) 55th Annual International Conference*, Denver, CO. (Student Presented)
22. **Shalwani, A.S.***, Lines, B.C., Delvinne, H., Saseendran, A., & Sullivan, K.T. (2019). "Team Structuring Based on Personality and Emotionality Traits for Better Project Performance." *2019 Associated Schools of Construction (ASC) 55th Annual International Conference*, Denver, CO. (Student Presented)
23. **Shalwani, A.S.***, Lines, B.C., Kasana, D.V., Dodd, J., & Smithwick, J.B. (2019). "Effect of Risk Prolongation on Cost and Schedule of a Project." *2019 Associated Schools of Construction (ASC) 55th Annual International Conference*, Denver, CO. (Student Presented)

2018

24. Hurtado, K.* , Saseendran, A., Sullivan, K.T., Smithwick, J.B., Lines, B.C., & Stone, B. (2018). "Team Assignment Mechanics: Qualifications, Availability, and the Human Element." *2018 American Society of Civil Engineers (ASCE) Construction Research Congress*, New Orleans, LA. (Student Presented)
25. Lines, B.C., **Vachhanni, A.***, & Perrenoud, A. (2018). "Risk Distribution in the Construction Phase: Timing, Cost Impact, and Root-Cause Sources of Individual Risk Factors." *2018 Associated Schools of Construction (ASC) 54th International Annual Conference*, Minneapolis, MN. (Student Presented)
26. Lines, B.C.* , & **Kakarapalli, R.** (2018). "Total Project Cost of Best-Value Procurement: Linking Bid Prices with Project Closeout Performance." *2018 American Society of Civil Engineers (ASCE) Construction Research Congress*, New Orleans, LA.

27. Lines, B.C., **Shalwani, A.S.***, & Smithwick J.B.S. (2018). "Effectiveness of Qualifications-Based Selection Criteria in Design-Build and Construction Manager at Risk Procurements: An Empirical Analysis." *2018 American Society of Civil Engineers (ASCE) Construction Research Congress*, New Orleans, LA. (Student Presented)
28. **Nguyen, P.H.***, Lines, B.C., & Tran, D. (2018). "Best-Value Procurement in Design-Bid-Build Construction Projects: Empirical Analysis of Selection Outcomes." *2018 American Society of Civil Engineers (ASCE) Construction Research Congress*, New Orleans, LA. (Student Presented)
29. Perrenoud, A. *, Alnassar, J., Lines, B.C., & Bigelow, B. (2018). "A Review of the Barriers to Implementing Project Risk Management and a Study of Their Impact on Electrical Contractors' Risk Maturity Levels." *2018 American Society of Civil Engineers (ASCE) Construction Research Congress*, New Orleans, LA. (Student Presented)
30. **Shalwani, A. S.***, Lines, B.C., Smithwick, J.B., Hurtado, K.C., & Sullivan, K.T. (2018). "Relationship of Construction Engineering and Management Student Performance with Personality Traits: HEXACO and Emotional Intelligence." *2018 Associated Schools of Construction (ASC) 54th Annual International Conference*, Minneapolis, MN. (Student Presented)

2017

31. Lines, B.C., & **Shalwani, A.S.*** (2017). "Best Value Procurement of Architectural and Engineering Services: Selection Characteristics and the Relative Influence of Various Evaluation Criteria." *2017 Architectural Engineering Institute (AEI) Conference*, Oklahoma City, OK. (Student Presented)
32. Lines, B.*, Sullivan, K., & Perrenoud, A. (2017, April 13). "Facilitating the Adoption of New Project Delivery Practices among AEC Project Teams." *2017 Architectural Engineering Institute (AEI) Conference*, Oklahoma City, OK.
33. Smithwick, J.B. *, Lines, B.C., Sawyer, J.T., & Sullivan, K.T. (2017, March). "An Analysis of Construction Overhead Expenses during the 'Great Recession'." *2017 Associated Schools of Construction (ASC) 53rd Annual International Conference*, Seattle, WA.

2016

34. Gajjar, D., Kashiwagi, D.T., Sullivan, K.T., & Lines, B.C. (2016). "Use of a Warranty Tracking Program to Identify and Resolve Performance Risks." *2016 American Society of Civil Engineers (ASCE) Construction Research Congress*. (Student Presented)
35. Lines, B.C., & **Miao, F.** (2016, June). "Writing More Competitive Proposals: Content Analysis of Selected (and Unselected) Construction Contractor Technical Proposals." *2016 American Society of Civil Engineers (ASCE) Construction Research Congress*.

2015

36. Hurtado, K., Lines, B.C., & Sullivan, K.T. (2015, April). "Construction Performance Mapping Model for Outsourcing Organizations." *2015 Associated Schools of Construction (ASC) 51st Annual International Conference*, Texas Station, TX.

37. Smithwick, J.B., Lines, B.C., & Sullivan, K.T. (2015). "Minimizing Construction Project Schedule Delays through Risk Management and Performance Information." *Associated Schools of Construction 51st Annual International Conference*, College Station, TX.
38. Sawyer, J., Lines, B.C., Sullivan, K.T., & Kashiwagi, D.T. (2015). "Qualifications Based Selection of Construction Services: Evaluation Criteria that Best Differentiate Contractor Qualifications." *2015 Associated Schools of Construction (ASC) 51st Annual International Conference*, College Station, TX.

2014

39. Lines, B.C., & Sullivan, K.T. (2014). "An Action Research Approach to Implementation of APDMs within AEC Owner Organizations: Overcoming Resistance through Education." *2014 American Society of Civil Engineers (ASCE) Construction Research Congress*, Atlanta, GA.

SHORT COURSES FOR PRACTITIONERS (since 2014)

Primary instructor (developed all content, course materials, and workshops) unless otherwise noted.

1. AI In Acquisition
National Contract Managers Association (NCMA)
Half-Day Workshop (4 hours) delivered in Long Beach, CA on Feb 11, 2025
2. Procurement in Alternative Delivery for Capital Projects
Texas Public Purchasing Association (TxPPA) | 4hrs in San Marcos, TX on Nov 15, 2025
National Procurement Institute (NPI) | 4hrs in Denver, CO on Oct 13, 2024
N. TX Procurement Leadership Organization (NEPO) | 8hrs in 2022
3. Pre-Conference Workshop: RFPs 101
Host: **Texas Public Purchasing Association (TxPPA)**
Half-Day Workshop (4 hours)
4. Tracking the “New Normal” in Supply Chain Management
Host: **Institute for Supply Management of Kansas City (ISM-KC)**
Half-Day Workshop (4 hours)
5. Procurement Training Program (2023)
Host: **Evergy Services, Inc. Supply Chain Group**
3 Full-Day Workshops (18 hours)
6. Ask the RFP Doctor (2021-Present)
Host: **Center for Procurement Excellence (CPE)**
Monthly Webinar Series created in April 2021
Co-Developed and Co-Presented with Dr. Jake Smithwick, UNCC
7. Better RFPs, Better Projects [2020-Present]
Host: **Center for Procurement Excellence (CPE) & National Association of State Procurement Officers (NASPO)**
Virtual Training Courses; 4-5 times per year | 9 Contact Hours (9 PDH or 0.9 CEU)
Co-Developed and Co-Presented with Dr. Jake Smithwick, UNCC
8. Intensive Request for Proposal (RFP) Training Session
Host: **Texas Public Purchasing Association (TxPPA)**
San Marcos, TX; 2022, Nov 16-17 | 10 Contact Hours (10 PHD or 1.0 CEU)
Co-Presented with Jeff Sawyer
9. High-Performing Statements of Work Training Series
Host: **Ontario University Professional Procurement Management Association (OUPPMA)**
4-part series, June-July, 2022, Webinar.
10. Better RFPs, Better Projects [original]
Host: **Center for Procurement Excellence**
Virtual Training Course; Oct, Nov, and Dec 2020 | 6 Contact Hours (6 PDH or 0.6 CEU)
Co-Developed and Co-Presented with Dr. Jake Smithwick, UNCC

11. Organizing Your RFP for Procurement Excellence
Host: **National Association of State Procurement Officers (NASPO)**
Virtual Training Course; Aug 2020 | 6 Contact Hours (6 PDH or 0.6 CEU)
Co-Developed and Co-Presented with Dr. Jake Smithwick, UNCC
12. Business Development in Design-Build (DB) Projects: Proposal and Interview Strategies
Design-Build Team comprised of Parsons Corporation, Lyles Construction, and Stantec
Los Angeles, CA; May 17, 2019 | 1-Day Short Course
13. Creating a Winning Proposal: Recommendations for Success in Construction Manager at Risk (CMAR) for a Waste-Water Treatment Plant (WWTP)
Host: **UCI Industrial Construction Services**
Wichita, KS; Aug 8-9, 2018 | 1-Day Short Course
14. Expertise-Driven and Accelerated Project Delivery
Host: **Simon Fraser University Procurement & Finance Department**
Vancouver, BC, Canada; Oct 24, 2017 | 1-Day Short Course
15. Contract Strategies and Statements of Work for Facilities Operation & Maintenance
Host: **Penn State Facilities Engineering Institute (FEI) Effective Facility Management**
State College, PA; June 7, 2017 | ½-Day Short Course
16. Expertise-Driven Project Delivery: Hands-On Workshop for Next Practices in Procurement & Project Management
Host: **University of Kansas, CEAE Department**
Lawrence, KS; Mar 31, 2017 | ½-Day Short Course
17. *Specifications Training Session*
Host: **Saskatchewan Power**
Regina, SK; Jan 20, 2016 | 1½-Day Short Course

INVITED INDUSTRY PRESENTATIONS – EXTERNAL (since 2014)

2026

1. Lines B. (2026, Apr 6). “The Future of RFPs.” *Iowa NIGP*. Des Moines, IA.
2. Lines, B., Books, M., Kidd, R., Klein, J., Stevens, T. (2026, Mar 19). “Multiskilling Research Panel.” *Associated Builders and Contractors (ABC) National Convention*, Salt Lake City, UT.
3. Lines, B. (2026, Mar 18). “Doing More with Less: Multiskilling as the New Workforce Advantage.” *Associated Builders and Contractors (ABC) National Convention*, Salt Lake City, UT.
4. Lines, B. (2026, Mar 5). “Workforce of the Future.” *KU CEAE 2026 Structural Engineering Conference*, Lawrence, KS.
5. Lines, B., Cianchette, P., Kidd, R., Vannoy, S., Stevens, T. (2026, Feb 3). “Multiskilling Research Panel.” *Construction Users Round Table (CURT) National Conference*, Orlando, FL.

2025

6. Lines, B. (2025, Dec 4). "Construction Economic Outlook." *Lawrence Homebuilders Association*, Lawrence, KS.
7. Lines, B. (2025, Nov 17). "Preparing for the AI Future." *Texas Public Purchasing Association (TxPPA)*, San Marcos, TX.
8. Lines, B. (2025, Oct 24). "Supply Chain Outlook, AI Bootcamp, and Preparing for the Procurement Future." *Kansas Association of Public Purchasing Professionals (KAPPP)*, Topeka, KS.
9. Lines, B., Sizemore, G., and Wilkerson, J. (2025, Sept 30). "Bridging The Gap: Innovative Solutions For The Construction Workforce." *Associated Builders and Contractors (ABC) Users Summit*, Dallas, TX.
10. Lines, B. (2025, April 9). "Construction Economic Outlook, Bidding Trends, and Workforce Constraints." *Design-Build Institute of America Mid-America Region (DBIA-MAR)*, Kansas City, MO.
11. Lines, B. (2025, Feb 11). "Crafting Requirements That Promote Innovative Solutions." *National Contract Managers Association (NCMA)*, Long Beach, CA.

2024

12. Lines, B. (2024, Sept 19). "Construction Economics, Bidding Trends, and Workforce Constraints." American Institute of Architects Kansas Chapter (AIA-KS) Annual Conference, Lawrence, KS.
13. Lines, B. (2024, Apr 26). "Primer on Project Delivery Methods." *Texas Public Procurement Association (TxPPA)*, Houston, TX.
14. Lines, B. (2024, Apr 26). "Request for Solutions and Challenge RFPs." Texas Public Procurement Association (TxPPA), Houston, TX.
15. Lines, B. (2024, April 9). "Construction Economics, Bidding Trends, and Workforce Constraints." *Centuri's 2024 Construction and Operations Roundtable*, Dallas, TX.
16. Lines, B. (2024, March 19). "Procurement Leadership Heading to 2030." *Sourcing International Group (SIG)*, Asheville, NC.
17. Lines, B. & Sullivan, K. (2024, Feb 2). "Economic Headwinds & Solution Strategies for Construction Capital Project Owners." *East & Westbrook Construction Safety Summit*, Louisville, KY.
18. Lines, B., Sell, K., Jordan, B. (2024, Jan 24). "Economic Headwinds & Solution Strategies for Construction Capital Project Owners." *Louisville Power & Gas*, Louisville, KY.

2023

19. Lines, B. (2023, Nov 6). *Lines, B. (2023, Nov 2). Best Practices for Procuring Enterprise-Level Software Solutions.* Texas Public Procurement Association (TxPPA), Dallas, TX.
20. Lines, B. (2023, Nov 2). Procurement Leadership in the "New Economy." Washington State Chapter of the National Institute of Government Procurement (WaNIGP), Seattle, WA.
21. Lines, B. (2023, Oct 10). Collaboration Across the Project Team. Nucor Steel, Apple Grove, WV.
22. Lines, B. (2023, Oct 5). The Aging Workforce & Other Economic Pressures. Midwest Energy Association (MEA) Executive Forum, Nashville, TN.
23. Lines, B. (2023, Aug 30). High-Performing Teams and How to Leverage Them. KWEA and KsAWWA Water & Wastewater Conference, Wichita, KS.
24. Lines, B. (2023, Aug 30). Technology Adoption To Upskill & Re-Skill Your Workforce. KWEA and KsAWWA Water & Wastewater Conference, Wichita, KS.

25. Lines, B. & Harger, M. (2023, Aug 29). Success Story of updating Public Policy to allow for Alternative Delivery! American Public Works Association (APWA) Public Works Expo (PWX), San Diego, CA.
26. Lines, B. (2023, Aug 24). The Aging Workforce & Other Economic Pressures. Midwest Energy Association (MEA) Fall Purchasing & Materials Management Learning Conference, Kansas City, MO.
27. Lines, B. (2023, Mar 23). Trajectory Changes in Procurement & Project Delivery. State of Idaho Department of Procurement, Boise, ID.
28. Lines, B. (2023, Mar 15). Supply Chain Outlook – How will our Projects be Impacted? Institute of Supply Management, webinar.
29. Lines, B. (2023, Jan 24). Specifications Workshop & Becoming a Client of Choice. SaskPower, webinar.

2022

30. Lines, B. and Smithwick, J. (2022, Oct 11). Best Practices in Procuring Facility Management Technologies. International Facility Management Association (IFMA), webinar.
31. Lines, B. (2022, Aug 4). Owner Readiness for Alternative Project Delivery Methods: Are You Ready to Make the Transition? Western Council of Construction (WCCC), webinar.
32. Lines, B. (2022, July 27). Efficient Solicitations: A Powerful Solution to Modern Supply Chain Challenges. KEYNOTE. National Association of State Procurement Officers (NASPO) REACH Conference, Kansas City, KS.
33. Lines, B. (2022, July 12). RFPs as Procurement Excellence. KEYNOTE. Texas Public Purchasing Association (TxPPA) Summer Conference, Galveston, TX.
34. Lines, B. (2022, June 2). More Collaborative Partnerships in Alternative Project Delivery Methods. Western Council of Construction (WCCC), webinar.

2021

35. Lines, B. (2021, Nov 4). Primer on Alternative Project Delivery Methods. Western Council of Construction Consumers, webinar.
36. Lines, B. (2021, June 23). Best Practices for Hiring an Architect. International Facility Management Association (IFMA), webinar.
37. Lines, B. (2021, Aug 31). Primer on Alternative Project Delivery Methods. KsAWWA and KWWA Conference, Topeka, KS.
38. Lines, B. (2021, Aug 25). Responding to RFPs: How to Give the Client What They Want. Society of Marketing of Professional Services (SMPS) Ozarks Chapter, webinar.
39. Lines, B. (2021, April 15). Organizational Change Management. Construction Industry Institute (CII) Risk Management Task Force, webinar.

2020

40. Lines, B. (2020, Dec 16). Responding to RFPs in Facilities Management Services. International Facility Management Association (IFMA), webinar.
41. Lines, B. (2020, Oct 27). High-Performing RFPs for IT Software Projects. Simplar, webinar
42. Lines, B. (2020, Sept 29). High-Performing Statements of Work (SOWs) for IT Software Projects. Simplar, webinar
43. Lines, B. (2020, Sept 19). Project Management Strategies to Improve Adoption of New Software. Project Management Institute (PMI) Kansas City Chapter, webinar
44. Lines, B. (2020, August 12). Proposal Submission Protocols & Evaluation Best Practices. Center for Procurement Excellence (CPE), webinar.

- 45. Lines, B., Smithwick, J., & Sawyer, J. (2020, July 14). Developing Your Next RFP for Procurement Excellence. National Association of State Procurement Officers (NASPO), webinar.
- 46. Lines, B. (2020, May 6). Developing an Effective Statement of Work for Operations & Maintenance Projects. National Association of College Auxiliary Services (NACAS), webinar.
- 47. Lines, B. (2020, February 24). Organizational Change Management: Strategies to Improve Change Adoption. KU CEAE Professional Development Series at Black & Veatch, Overland Park, KS.

2019

- 48. Lines, B. and Sawyer, J. (2019, October 24). Best Practices for Public-Private Partnerships (P3) and Design-Build-Finance Procurements. Kansas City Kansas Community College, Kansas City, KS.
- 49. Lines, B. (2019, October 11). High Performing Teams & How to Leverage Them. American Public Works Association (APWA) Kansas Chapter, Lawrence, KS.
- 50. Lines, B. (2019, July 24). Center for Procurement Excellence: Importance of Proliferating Value-Based Procurement as a Business Development Strategy. Tremco, Inc. Chicago, IL.
- 51. Lines, B. and Gregory, S. (2019, July 23). Center for Procurement Excellence: Importance of Proliferating Value-Based Procurement as a Business Development Strategy. Tremco, Inc. Kansas City, MO.
- 52. Lines, B. and Baker, J. (2019, June 21). Scope & Requirements: You Can't Outrun Them! Kansas City Procurement Round Table, Shawnee, KS.
- 53. Lines, B. and Smithwick, J. (2019, June 19). Change Readiness: Overcoming Barriers to Innovation Adoption in Facility Management, International Facility Management Association (IFMA), Facility Management Research & Benchmarking Institute (FMRBI), webinar.
- 54. Lines, B. (2019, May 17). Business Development Strategies for Value-Based Request for Proposal Processes, Parsons Corporation, Pasadena, CA.
- 55. Lines, B. C. (2019, March 14). Developing a Scope of Work that Attracts Experts: Training & Workshop. Center for Procurement Excellence (CPE) 2019 Annual Conference, Los Angeles, CA.
- 56. Grier, J., & Lines, B. C. (2019, March 12). Design-Build: Unique Aspects of Project Execution, GMP Development, and Contingency Management. Los Angeles Department of Water and Power (LADWP), Los Angeles, CA.
- 57. Smithwick, J. B., & Lines, B. C. (2019, February 27). Leveraging Human Factor Personality Profiles to Enhance Facility Management Team Performance. International Facility Management Association (IFMA).

2018

- 58. Lines, B.C. (2018, December 5). Change Readiness: Overcoming Barriers to Organizational Change. National Contract Management Association (NCMA) Government Contract Management Symposium (GCMS), Arlington, VA.
- 59. Lines, B.C. (2018, November 8). RFP Workshop: Tips for Project Scoping, RFP/RFQ Development, and Evaluation Procedures. Kansas City Procurement Round Table, Kansas City, MO.
- 60. Lines, B.C. (2018, August 8). Responding to RFPs: How to Give the Client What they Want. Society of Marketing Professional Services (SMPS) Wichita, Wichita, KS.

61. Lines, B.C. (2018, May 18). Becoming a Client of Choice: How to Attract the “A Team” from External Vendors. Kansas City Procurement Round Table, Kansas City, KS.
62. Lines, B.C. (2018, April 17). Making Evaluations Simple: How to Select the Best Proposal with Confidence. Institute of Supply Chain Management (ISM) Kansas City Chapter, Kansas City, KS.
63. Lines, B.C. (2018, April 12). RFP Process Training. Hallmark Cards, Inc., Kansas City, MO.
64. Lines, B.C. (2018, March 26). Partnering for the Real World: Beyond the Traditional Project Kickoff. CEAE Professional Development Series, Kansas City, KS.
65. Lines, B.C. (2018, February 21). Client of Choice: Attract the “A-Team” from External Vendors. Association of Energy Service Providers (AESP), New Orleans, LA.
66. Lines, B.C. (2018, January 31). How to Win Work: Preparing a Winning Construction Proposal. UCI Industrial Construction Services, Wichita, KS.
67. Lines, B. (2018, January 18). Writing an Effective Scope of Work. Association of Energy Service Professionals (AESP).
<http://www.aesp.org/events/EventDetails.aspx?id=1043653&hhSearchTerms=%22effective+and+scope+and+work%22>.

2017

68. Lines, B. (2017, November 16). Best Value Business Model. Efficiency Nova Scotia, Dartmouth, NS, Canada.
69. Lines, B. (2017, October 26). Developing an Effective Scope of Work. Institute for Supply Management (ISM) Kansas City Chapter, Kansas City, MO.
70. Lines, B. (2017, October 18). Becoming a Client of Choice: Attracting the A-Team from External Vendors. Mid America Council of Public Procurement (MACPP), Kansas City, MO.
71. Lines, B. (2017, September 19). Becoming a Client of Choice: Attracting the A-Team from External Vendors. Association of Physical Plant Administrators Central and Midwest (CAPPA/MAPPA) Joint Conference, St. Louis, MO.
72. Lines, B. (2017, September 19). Developing an Effective Scope of Work for Operations & Maintenance Contracts. Association of Physical Plant Administrators Central and Midwest (CAPPA/MAPPA) Joint Conference, St. Louis, MO.
73. Lines, B. (2017, September 19). Client of Choice: Attracting the A-Team from External Vendors. Institute for Supply Management (ISM) Kansas City Chapter, Kansas City, MO.
74. Lines, B., Burger, C., & Sawyer, J. (2017, June 21). Developing Savvy Owners in Procuring Design & Construction Services. Procore Technologies Continuing Education Courses.
<http://education.procore.com/becoming-a-client-of-choice>.
75. Lines, B. (2017, June 5). Developing an Effective Scope of Work for Operations & Service Contracts. National Association of College Auxiliary Services (NACAS) West Regional Conference.
76. Lines, B. (2017, March 8). Developing an Effective Scope of Work for O&M Projects. National Facilities Management and Technology Conference (NFMT), Baltimore, MD.
77. Lines, B. (2017, February 6). Next Practice in Reducing Risk: Client Education. CEAE Professional Development Series, Kansas City, MO.
78. Lines, B., Burger, C., & Sawyer, J. (2017, February 3). KEYNOTE: Developing Savvy Owners in Procuring Design & Construction Services. Kansas Construction (Kan-Struct) Conference 2017, Wichita, KS.

2016

79. Lines, B. (2016, October 21). Technical Specifications for Safety Valve Maintenance Contract across Three Coal Fire Power Plants. Saskatchewan Power, Regina, SK.
80. Lines, B. (2016, October 11). Developing an Effective Scope of Work for O&M Projects. Central Association of Physical Plant Administrators (CAPPA) Annual Conference, Little Rock, AR.
81. Lines, B., & Sawyer, J. (2016, May 11). Next Practice to Reduce Risk: Client Education and Helping Your Owner Become a Client of Choice. Ontario Association of Architects.
82. Lines, B. (2016, February 1). Best Value in Design & Construction. Professional Development Series.

2015

83. Lines, B. (2015, December 2). Dalhousie's Best Value Model for Construction. Construction Association of Nova Scotia (CANS), Halifax, Nova Scotia, Canada.
84. Lines, B. (2015, December 1). Application of Best Value Procurement to Infrastructure Construction. Transportation and Infrastructure Renewal (TIR), Nova Scotia Provincial Government, Halifax, Nova Scotia, Canada.
85. Lines, B. (2015, November 12). Change Readiness: Overcoming Barriers to Innovation Adoption. Mechanical Contractors Association of America.
86. Lines, B. (2015, October 30). Best Value Applications in Ancillary Operations. 20th Annual Canadian Day, National Association of College Auxiliary Services (NACAS), Austin, TX.
87. Lines, B. (2015, October 13). If You Wait, Risk Will Happen: Implementing a Pre-Contract Approach to Risk Management. 2015 Annual Conference. Central Association of Physical Plant Administrators (CAPPA), Manhattan, KS.
88. Lines, B. (2015, September 20). Interactive Project Planning – The Importance of Interactive Project Planning. Fiatch Leadership Forum, Glendale, AZ.
89. Lines, B. (2015, September 20). KEYNOTE: Leadership Kick Off – Introduction to Change Readiness. Fiatch Leadership Forum, Glendale, AZ.
90. Lines, B. (2015, September 20). Reduction in Owner-Initiated Change Orders – Sources of Change Orders. Fiatch Leadership Forum, Glendale, AZ.
91. Lines, B. (2015, September 15). Strategic Implementation of the Best Value Business Model. Northern Alberta Institute of Technology (NAIT), Edmonton, Alberta, Canada.
92. Lines, B. (2015, August 12). Best Value Results for Construction Contractor Procurement. Construction Association of Nova Scotia (CANS), Halifax, Nova Scotia, Canada.
93. Lines, B. (2015, August 11). Best Value Performance Implications. Transportation and Infrastructure Renewal (TIR), Nova Scotia Provincial Government, Halifax, Nova Scotia, Canada.
94. Lines, B. (2015, July 31). Change Readiness: Reduction to Practice Planning. Voice of the Owner. Fiatch.
95. Lines, B., Drane, M., & Wagschal, I. (2015, June 15). Applying the Best Value Model across an Institution. 72nd Annual Conference, Canadian Association of University Business Officers (CAUBO), Saint John, New Brunswick, Canada.
96. Lines, B. (2015, May 19). Value-Based Project Delivery: Minimize Costs by Leveraging Expertise. Supply Chain Management Association (SCMA) Saskatchewan, Regina, SK.

2014

97. Lines, B., & Sawyer, J. (2014, October 26). *Value Based Project Delivery: Minimize Cost by Leveraging Expertise – The Next Practice in Creating Transparency in the Public Sector*. Canadian Public Procurement Council (CPPC) Pre-Forum Seminar, Montreal, QB, Canada

RESEARCH SUPPORT

SUMMARY OF RESEARCH GRANTS (2015 through February 16, 2026)

Total Number of External Research Grants awarded as PI (since 2015): **32**

Prof. Lines Expenditures (since 2015): **\$ 1.2M**

ANNUAL RESEARCH (Tracked by Calendar Year of Award)

Calendar Year	Expenditures
2025	\$57,102
2024	\$99,831
2023	\$156,491
2022	\$118,248
2021	\$105,833
2020	\$129,383
2019	\$207,436
2018	\$170,470
2017	\$111,048
2016	\$68,646
2015	\$4,559
TOTAL:	\$1.229M

Selected Research Sponsors

ASSOCIATED BUILDERS AND CONTRACTORS (ABC)
 TREMCO ROOFING & SIMPLAR FOUNDATION
 INTERNATIONAL FACILITY MANAGEMENT ASSOCIATION (IFMA)
 SIMPLAR FOUNDATION
 WADDELL & REED, INC.
 WESTAR ENERGY, INC
 NEW HORIZONS FOUNDATION (NHF) – AN HVAC AND SHEET METAL INDUSTRY INITIATIVE
 CITY OF LAWRENCE, KS – DEPARTMENT OF UTILITIES
 CITY OF SEATTLE – SEATTLE CITY LIGHT
 ELECTRI INTERNATIONAL – NATIONAL ELECTRICAL CONTRACTORS ASSOCIATION
 UNIVERSITY OF ALBERTA - SUPPLY MANAGEMENT SERVICES DEPARTMENT
 DALHOUSIE UNIVERSITY - FACILITIES AND OPERATIONS DEPARTMENT
 MECHANICAL CONTRACTORS ASSOCIATION OF AMERICA (MCAA)
 SUPPLY CHAIN MANAGEMENT ASSOCIATION (SCMA) SASKATCHEWAN

PROFESSIONAL ACTIVITIES AND SERVICE

SUMMARY OF PROFESSIONAL ACTIVITIES AND SERVICE

National Committees:	5
Regional Service:	4
Service Roles at KU (all levels):	11
Editorial Board:	2

NATIONAL SERVICE

1. Member, ASCE Construction Institute (CI) Management Practices in Construction (MPIC) Committee (2016-Present)
2. Member, ASCE Architectural Engineering Institute (AEI) Academic Council (2016; 2021-Present)
3. Member, ASCE Construction Research Congress (2017-Present)
4. Lead Trainer, Center for Procurement Excellence (2019-Present)
5. Board Member, Simplar Foundation (2020-Present)

REGIONAL SERVICE

1. Member, Procurement & Qualifications-Based Selection Subcommittee, American Institute of Architects (AIA) Kansas Chapter, (2019-Present)
2. Member, Government Affairs Committee, American Institute of Architects (AIA) Kansas Chapter, (2019-Present)
3. Judge, Building Excellence Award, Associated General Contractors (AGC) of Kansas City (2016)
4. Judge, Garney Construction Scholarship (2016-2017)

UNIVERSITY SERVICE

1. CEAE Representative, Center for Teaching Excellence (CTE), (2016-Present)
2. Faculty Advisor, Association of Indian Students (2015-2016)

SCHOOL/COLLEGE SERVICE

1. Lecturer, Project Discovery, KU Engineering High School Summer Camp (2015, 2017-Present)
2. Faculty co-Advisor, Engineers Without Borders (2015-2016)

DEPARTMENT/UNIT SERVICE

1. Member, Recruitment Committee (2023 - Present)
2. Faculty Advisor, Architectural Engineering Institute (AEI) Student Chapter (2021-Present)
3. Member, Graduate Studies Committee (2019 - Present)
4. Member, Curriculum Committee (2018 - Present)
5. Member, Retention Committee (2017 - Present)
6. Member, ARCE Steering Committee (2015 - Present)
7. Member, Professor Thomas Mulinazzi Family Scholarship (2015 - Present)
8. Faculty co-Advisor, Associated General Contractors (AGC) Student Club (2014 - Present)

EDITORIAL BOARD

1. Associate Editor – Associated Schools of Facility Management (ASFM) International Journal of Facility Management Education & Research (2016-Current)
2. Editorial Board – Associated Schools of Construction (ASC) International Journal of Construction Education and Research (2016-2017)

SCIENTIFIC AND PROFESSIONAL SOCIETY MEMBERSHIPS

1. Member, American Society of Civil Engineering (ASCE), Construction Institute (CI) (2015-Present)
 2. Member, American Society of Civil Engineering (ASCE), Architectural Engineering Institute (AEI) (2016-Present)
- Member, Associated Schools of Construction (ASC) (2014-Present)

HONORS AND AWARDS

- 2025 Chancellor's Club Teaching Professorship (2025-2030)
- 2023 David A. Ross Chair's Council Associate Professor of Civil, Environmental & Architectural Engineering (2023-2026)
- 2022 Conference publication [C39] selected as the Best Paper Award for the 2022 Associated Schools of Construction International Conference Proceedings
- 2022 University of Kansas Miller Award for Distinguished Professional Service
- 2022 Journal publication [J31] selected for the ASCE Special Collection on "Re-thinking the Benefits of Adopting Digital Technologies in the AEC Industry"
- 2021 Journal publication [J24] selected for the Best Paper Award by the *International Journal of Construction Education and Research* for papers published in 2021.
- 2019 Journal publication [J18] selected to be featured in the Editor's Choice section of the *Journal of Management in Engineering* homepage in the ASCE Library (Sept 2019)
- 2019 Chair's Council Assistant Professor, KU CEAE Department
- 2018 Journal publication [J16] recognized by ASCE as being one of the top downloaded articles in Construction Engineering from ASCE Publications in 2018 (Oct 2018).
- 2018 Journal publication [J16] selected to be featured in the ASCE Smart Brief and shared across ASCE eNews to all members (Oct 18, 2018)
- 2016 Early Career Award (ECA) from ELECTRI International