

University of Washington

Department of Construction Management

Construction Industry Advisory Council



Premise

In 1992, the Department of Construction Management created a local Construction Industry Advisory Council (CIAC) to maintain an active and continuing relationship with the industry. CIAC serves as a bridge between the construction industry and the University, creating interdependent relationships with a shared goal of serving the construction and related industries.

The relationship of our department with the construction industry is reciprocal:

A. Industry partners support academic mission

- Industry as the key stakeholder
- Industry relations equal to internships for our students
- Program interconnectivity with industry provides for an improved educational offering

B. Department shapes industry

- Our graduates contribute at all levels within the industry
- Our programs promote a positive image for the industry within and outside UW
- Our scholarship shapes industry by narrating its emergent issues and practices and by driving change

As a result of this reciprocal relationship, the Department of Construction Management enjoys tremendous support from the local construction industry, which provides (a) part-time employment opportunities to students during the school year, (b) internship opportunities during the summer, (c) opportunities for field trips, (d) part-time and guest lecturers, and (e) financial support for a broad spectrum of departmental activities.

Council members represent all facets of the construction industry. They share a passion for the program's health and our students' success. Council members can be voting members of the executive committee or affiliate members of ad-hoc committees.

The primary objectives of the Council are to:

- Be the voice of the industry for the Department and College;
- Be an advocate for students in the Department of Construction Management to produce outstanding graduates who can be effective and productive members of the construction industry;
- Support the needs of the Department of Construction Management and its faculty, staff, and students;
- Advise the Department Chair to ensure that students receive the best possible education;
- Provide opportunities for summer internships to students as part of their education;
- Support continuing education for the construction industry; and
- Establish interdependent relationships with other professionals represented in the College.

Governance and Activities

- **Leadership:** The Council is led by a Chair and a Vice-Chair who serve in these positions for two years (“Leadership”). The Vice-Chair also maintains Treasurer duties, which include overseeing upon CIAC budget and expenditures, providing an update at meetings of the executive committee, and co-chairing the membership ad-hoc committee. These individuals and the CM Department Chair constitute the Leadership Team that facilitates CIAC work and activities. Both the Chair and Vice-Chair are elected by the Executive Committee, which includes all voting members. The individual elected as Vice-Chair will serve her/his two-year term in that role before becoming Chair for an additional two-year term.
- **Governance:** CIAC activities are planned by the Leadership Team and carried out by the Executive Committee (the “Committee”), which includes all voting members, and by a series of ad-hoc standing committees.
 - Leadership Team:
 - Meeting Frequency: as needed
 - Scope: Review CIAC course and set agenda for broader discussion with Executive Committee
 - Requirements: The Chair and Vice-Chair firms should contribute the highest amount for their organization/firm type.
 - The CM Department Chair will collaborate, coordinate, and provide the CIAC Chair and Vice-Chair with knowledge and support from the Department in their capacity as CIAC Leadership.
 - Manage and make recommendations for changes to the Bylaws.
 - Executive Committee:
 - Meeting Frequency: quarterly as follows:
 - early Autumn/retreat
 - early Winter
 - early Spring
 - early Summer
 - Scope:
 - This body is charged with higher-level decision-making on approving financial disbursements and expenses, setting up ad hoc committees, electing a Vice-Chair from among executive committee members, and approving the contribution structure.
 - Requirements:
 - Up-to-date membership contributions.
 - Its members should attend at least 2 of the four annual meetings, including the Autumn retreat.
 - Ad-hoc Standing Committees:
 - Meeting Frequency: as needed, but generally quarterly.
 - Governance: Each ad hoc committee would be co-led by two co-chairs appointed by the CIAC Leadership Team; these co-chairs would coordinate the committee’s activities, recruit affiliate members (among CIAC member organizations) when

additional expertise is needed, and report about committee work at the executive committee's quarterly meetings.

- **Committee Membership:** These committees may include voting members and non-voting, affiliate/individual/emeritus members.
 - **Scope:**
- (1) **Membership:** To advise the CM Department on how to expand connections between the department and industry; this committee will also annually evaluate the membership application process, annual contribution amount, and benefit levels while evaluating applications for membership and make recommendations to Leadership Committee for induction of new members to CIAC quarterly.
 - (2) **Undergraduate Curriculum:** To advise the CM Department on its undergraduate program to ensure that the curriculum addresses the industry's needs by keeping it responsive and influential to best practices. This committee should also advise the CM department on how to retain accreditation, recruit and retain a competent cohort, and support a high level of academic performance.
 - (3) **Graduate Curriculum and Continuing Education:** To advise the CM Department on its graduate curriculum and professional education programs to ensure that they support continuing education for the construction industry by innovating to meet current and future demand, recruiting and retaining a competent cohort, and its students receive the best possible education. This committee should also advise the CM Department on increasing engagement between graduate and professional education programs and industry while enhancing the visibility of graduate student research.
 - (4) **Advancement:** To support the needs of the CM Department and its faculty, staff, and students through coordinated fundraising.
 - (5) **Events:** To work collaboratively with the Department to organize events that advocate for students in the CM Department and promote a positive image for the industry at large; this committee will also work with the department toward the organization of the annual Construction Career Expo, and join forces with the Advancement committee for the organization of the Hall of Fame Banquet.
 - (6) **Careers, Mentorship, and Inclusion:** Collaborate with the Department to organize activities, panels, and programs that aim to produce outstanding graduates who can be effective and productive members of the construction industry while fostering inclusiveness within the industry and the program.

Membership

The Council has the following categories of membership:

1. Construction Firms (eligible for one voting member + affiliate members)

Construction firms are organization members; their annual contributions would depend upon their yearly gross revenue while providing room to adjust their economic support to the program. See appendixes for membership contribution and benefits tables for specific Calendar Years. Any construction firm can apply for membership, and their application will be reviewed by the CIAC Leadership Team and the CIAC Membership Committee in coordination, which will make recommendations for the CIAC Executive Committee.

These organization members can appoint one individual to serve as a voting member of the executive committee. This voting position is tied to the company, not the individual.

If the appointed voting member for a company changes employer, and her/his new employer is;

- already represented on the Committee, she/he could stay on the Council, but the company would have to select only one employee as a voting member. The other employee would remain on the Council as a non-voting affiliate member.
- not represented on the Committee, she/he can elect to remain affiliated with CIAC by either retaining membership as a non-voting individual or by referring her/his new company to the CIAC Leadership and the membership committee for future consideration.

In addition, these organization members can help the program by volunteering additional employees as non-voting affiliates who can help with the work and activities of ad-hoc standing committees. Standing committee co-chairs should inform the Leadership Team of proposed new affiliate members in their committee until they can be approved at the next Membership Committee meeting. These affiliate positions provide opportunities to groom a new and diverse cohort of industry leaders from within CIAC firms, including CIAC Young Leaders.

2. Associations (eligible for one voting member + affiliate members)

Industry associations are organization members. See appendixes for membership contribution and benefits tables for specific Calendar Years. Any construction-related association can apply for membership. Their application will be reviewed by the CIAC Leadership Team and the CIAC Membership Committee, which will make recommendations to the Committee.

These organization members can appoint an individual to serve as a voting member of the executive committee. This voting position is tied to the association, not the individual.

3. Other Organizations (eligible for one voting member + affiliate members)

The construction industry relies on other organizations and firms, such as owners, designers, consultants, sureties, insurance, law firms, and material suppliers. These organizations can benefit CIAC's ability to support the CM programs at UW by providing insight into many of CIAC's activities. Their required annual

contributions would only depend upon their private vs. public status because many benefits do not apply to these organizations. See appendixes for membership contribution and benefits tables for specific Calendar Years. Other construction-related organizations can apply for membership. Their application will be reviewed by the CIAC Leadership Team and the CIAC Membership Committee, which will make recommendations to the Committee.

These organization members can appoint an individual to serve as a voting member in the executive committee. This voting position is tied to the organization, not the individual.

If the appointed voting member for a company or organization changes employer, and her/his new employer is;

- already represented on the Committee, she/he could stay on the Council, but the company or organization would have to select only one employee as a voting member. The other employee would remain on the Council as a non-voting affiliate member.
- not represented on the Committee, she/he can elect to remain affiliated with CIAC by either retaining membership as a non-voting individual or by referring her/his new company or organization to the CIAC Leadership and the membership committee for future consideration.

In addition, these organization members can help the program by volunteering additional employees as non-voting affiliate members who can help with the work and activities of ad hoc standing committees. Standing committee co-chairs should inform the Leadership of proposed new affiliate members in their committee until they can be approved at the next meeting of the Executive Committee

4. Individuals

CIAC activities can benefit from the involvement of individuals, such as former Committee members, former faculty, industry retirees, alumni working for organizations who are not members, etc.; their annual contributions would depend upon their historical affiliation with CIAC and the UW CM program (i.e., emeritus vs. other individuals) while providing room to adjust their economic support to the program voluntarily. See appendixes for membership contribution and benefits tables for specific Calendar Years. Interested individuals can apply for membership, and their application will be reviewed by the CIAC Leadership Team and the CIAC Membership Committee, which will make recommendations to the CIAC Executive Committee.

CIAC Emeritus individual members can attend Committee meetings and participate in discussions, serve in ad hoc standing committees, and have Council voting rights. Other individual members (e.g., non-emeritus) can also serve in ad hoc standing committees but do not have voting rights.

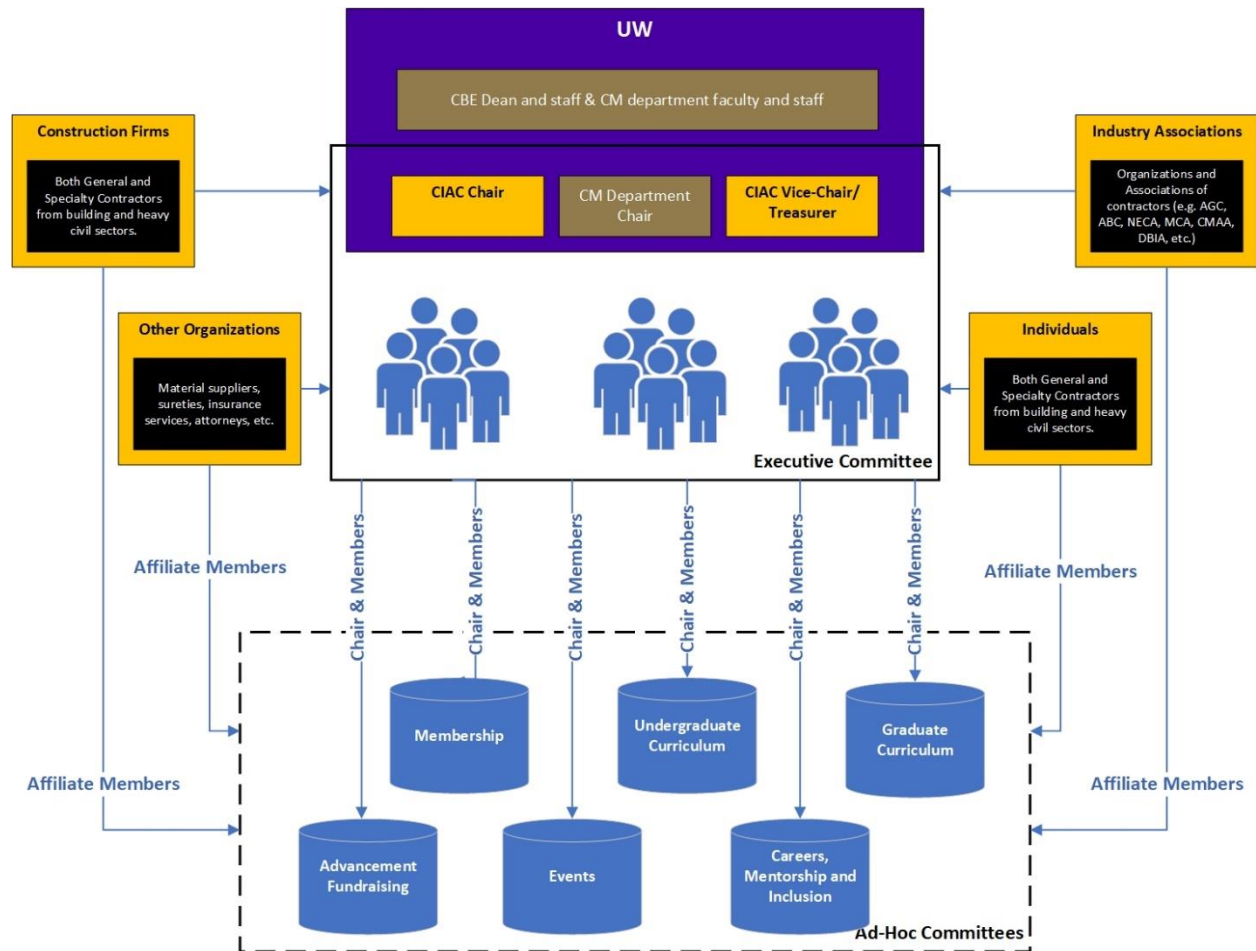
Another category of individual members includes the CIAC Young Leaders to be selected among the past two years' graduates. Examples of potential candidates for the CIAC Young Leaders positions include CM Students of the Year Award and CM Service Award winners. These recent graduates will be invited to join CIAC as non-voting affiliate members. If their employer is not a CIAC member, these individuals will be waived membership contributions for their initial two years – therefore, if after two years of participation on the Council, a Young Leader has not become affiliated with or is not representing a previously established Council member or firm, the standard individual member contribution rate shall begin to

apply. Responsibilities for CIAC Young Leaders include but are not limited to, helping CIAC with recommended curriculum and recruitment and supporting the CM Department with the annual CIAC student event.

Former CIAC Leadership who complete their full four-year term and are retired or not employed by current Committee member companies or organizations will be granted CIAC Emeritus status, and their annual contributions will be entirely voluntary.

5. UW

CM department faculty and staff participate in CIAC discussions, activities, and meetings so that they can leverage this body. CBE Dean and CBE staff, such as from Advancement are invited to meetings. CM faculty and staff and CBE Dean and staff are encouraged to attend CIAC meetings. However, they are considered ex-officio members of the Committee without a vote.



Term

Memberships are on an annual calendar basis. Immediately after the first meeting in Autumn, each member will receive an application for renewal for the next calendar year. Membership contributions will be based on the most recently approved table. See appendixes for membership contribution and benefits tables for specific Calendar Years.

Financial Support

The collection of the Council members' annual contributions, as determined by Appendix A – Member Contribution Table, will be performed and retained in an account by the University on behalf of the Council. As such, the University, and not the Council, retains any not-for-profit or tax-deferred status and regulation, thereby providing potential tax-savings opportunities for member contributions. It is recognized that these funds and priorities can involve large sums of money and have the chance to shape the long-term growth and support of the Department. Therefore, the Council will still maintain informal authority to determine and approve the distribution of available funds from the contribution account to the Department and establish financial support guidelines and priorities for the Council to operate from.

The Council will allocate distribution of funds from the account to the Department as needed, but generally on an annual basis to non-predetermined amounts, and for the following purposes:

- 1) “Traditional” CIAC expenses and partial Department support and assistance, which may include student competitions, modest educational resources and course-related expenses (books, software, etc.), and industry-related events (CIAC functions, CM Hall of Fame events, student socials, ACCE training, and conferences, etc.).
- 2) Funding for supplementing teaching faculty and FTE administrative support staff positions, which is deemed necessary to ensure and maintain Department accreditation by the American Council for Construction Education (ACCE) and in further support of the recruitment and retention of Department faculty and staff, and for ultimately improving the overall quality of education for the students, therefore enhancing the achievement of the primary objectives of the Council. Funding priorities and Council preferences may include:
 - a) To fund an additional FTE teaching position, including persons who possess significant relevant industry experience versus research-focused positions within the Department.
 - b) To fulfill a full or part-time salaried FTE as support staff for faculty and the Department.
 - c) To fulfill an additional full—or part-time salaried FTE as support staff for students, alumni, and department outreach.
 - d) To fund additional resources or growth of student opportunities, department growth, or quality of education.

Funding mechanisms available to the Council for the described priorities may include:

- 1) Endowments: a fund of accrued money held and maintained by the University, which regularly provides distributed funds at capped values to the Department in accordance with the endowment requirements. Endowments provide a long-term and predictable but more ‘regulated’ and controllable impact to the Department.

- 2) “Current-Use” Distribution: immediate distribution of available Council funding to the Department. This option can provide a lump sum or authorized installment amounts and with a more immediate effect of Council support to the Department.

Council funding priorities, authority, and expectations for the contribution account funds for the purposes described above are:

- Any financial amounts received by the Department from the Council from the contribution fund will be considered only supplemental or additional support and not guaranteed or obligatory or to replace the allocation of budget by the University to the Department. Therefore, the primary budget allocation for the Department will remain with the University.
- The Council will prioritize allocating a significant balance of the contribution account funds, generally defined as at least 75% of the balance, to the funding of long-term endowments or current-use distribution priorities.
- Endowment or current-use distribution funding allocation will require a supermajority vote (75% approval of the voting Council members) with a quorum met (50% of the Council in attendance). The Leadership Team will record and retain all endowment or current-use distribution votes.
- Council-funded endowments will be invested in the University's Consolidated Endowment Fund (CEF). Minimum endowment amounts will be to the CEF requirements. Accrual of Council-funded monies for approved endowments will occur within the contribution account until the minimum CEF endowment amount is achieved. Once the endowment is fully established, the Department will receive a standard percentage (generally 3.6% but subject to the rate established for the CEF program at that time) of the total market value of the endowment from the CEF annually, distributed quarterly.
- Council funding of endowments, current-use distributions, and other purposes are capped at the approved limits as determined and approved by the Council. Endowment and current-use distributions will retire upon the exhaustion of the distributed funds. Additional endowment distributions will be received quarterly, and the Council can approve new current-use distribution amounts per the bylaws.
- CIAC Leadership retains authority to allocate at its discretion, without the vote and approval of the Council, up to 5%, but no more than \$3,500 of the available balance of the contribution account per aggregate transaction event at any time for “traditional” support, assistance, and CIAC expense purposes. Transaction events above this limit will require a Council vote with majority approval. For transaction events that do result in a Council vote, CIAC Leadership will have the authority to approve additional funds in support of the transaction event, up to 10% greater than the amount approved by the original Council vote for that event, without requiring an additional Council vote for those additional funds needed.
- For their role in administering the Council contribution account, the University is expected to and is permitted to charge a modest fee (percent per transaction) for processing transactions and accounting administration of the account.

The Vice-Chair, serving as the Council Treasurer, with support from the Chair and the Department, is responsible for maintaining a reconciled ledger of all transactions, including deposits, payments and distributions, and any University transaction processing fees. The balance and summary of inflows and outflows should be presented at each quarterly Council meeting. A representative from the University or

College Advancement team can assist the Treasurer in summarizing the distributions and remaining balances of any Council-funded endowments and current-use distribution. The CM Department Chair should provide an update on utilizing Council-approved endowment and current-use distributions at each quarterly Council meeting. The CM Department Chair should also summarize the previous year's allocations and utilization at the annual retreat in Autumn.

Appendix A: 2024 Membership Contribution Table

| | | Voting Rights | Contribution | |
|--|----------------------------------|-----------------------------------|--|---|
| (1) Construction Firm | Benefit Level: | | Large Firm (>\$50m gross annual revenue) | Small Firm (<\$50m GAR) |
| | Purple | (1) per firm in executive comm. | \$4,000 | \$2,000 |
| | Gold | (1) per firm in executive comm. | \$3,000 | \$1,500 |
| | Silver | (1) per firm in executive comm. | \$2,000 | \$1,000 |
| (2) Association | | (1) per assoc. in executive comm. | Any Size | |
| | | | \$1,000 | |
| (3) Other Organization | | (1) per org. in executive comm. | Private | Public |
| | | | \$1,000 | Same as Other Individual rate, or other with an approved waiver (*) |
| (4) Individual | Type: | | All | |
| | Other Individual (CIAC Emeritus) | Yes | \$250 (min.) | |
| | Other Individual (Affiliate) | Non-voting status | \$250 (min.) | |
| | CIAC Leadership Emeritus | Yes | Voluntary | |
| | UW Faculty | Ex-officio so non-voting | \$0 | |
| CIAC Young Leader | Non-voting status | \$0 (first two years, then \$250) | | |
| (*) Note: Waiver recommended by Membership ad-hoc committee with approval by CIAC Leadership | | | | |

Appendix B1: Member Benefits Table - Construction Firms

| | Contribution Levels | | |
|--|---------------------------------|------|--------|
| | Purple | Gold | Silver |
| Serve on CIAC Executive Committee, voting privileges | X | X | X |
| Can serve as Chair or Vice-Chair of CIAC Executive Committee | X | | |
| Can chair ad-hoc committees | X | X | |
| Pre-paid booth at CM Career Expo | X | X | |
| 1st Priority (invitation list 1) to pick booth location | X | | |
| 2nd Priority (invitation list 2) to pick booth location | X | X | X |
| 1st Priority (invitation list 1) to on-campus company presentation | X | | |
| 2nd Priority (invitation list 2) to on-campus company presentation | X | X | X |
| Priority to on-campus company interviews | X | | |
| On-campus company interviews | X | X | X |
| Company logo (or profile) on UW-CM CIAC site | X | X | X |
| Priority to coaching student competitions | X | X | X |
| Priority to Capstone reviews | X | X | X |
| Priority to Guest Lectures (invite list) | X | X | X |
| 1st Priority seating at HOF dinner | X | | |
| 2nd Priority seating at HOF dinner | X | X | X |
| | | | |
| | | | |
| Invitation List 1: First Release | Purple and Gold | | |
| Invitation List 2: First Release +2 weeks | Silver | | |
| Invitation List 3: First Release + 4 weeks | To all CIAC member not up-to-da | | |

Appendix B2: Member Benefits Table - Industry Associations and Other Organizations

| | |
|--|-----------|
| Serve on CIAC Executive Committee, voting privileges | X |
| Can serve as Chair or Vice-Chair of CIAC Executive Committee | X |
| Can chair ad-hoc committees | X |
| Pre-paid booth at CM Career Expo | NA |
| 1st Priority to pick booth location | NA |
| 2nd Priority to pick booth location | NA |
| Priority to on-campus company presentation | NA |
| On-campus company presentation | NA |
| Priority to on-campus company interviews | NA |
| On-campus company interviews | NA |
| Company logo (or profile) on UW-CM CIAC site | X |
| Priority to coaching student competitions | NA |
| Priority to Capstone reviews | NA |
| Priority to Guest Lectures (invite list) | NA |
| Priority seating at HOF dinner | X |

Appendix B3: Member Benefits Table - Individuals

| | Category | | |
|--|--------------------|----------|------------|
| | CIAC Young Leaders | Emeritus | Individual |
| Serve on CIAC Executive Committee, voting privileges | | X | X |
| Can serve as Chair or Vice-Chair of CIAC Executive Committee | | X | |
| Can chair ad-hoc committees | | X | |
| Bio Profile on UW-CM CIAC site | X | X | X |