

Exhibit 1

(KRN-1)

Kris R. Nielsen Curriculum Vitae



Areas of Expertise

- Arbitrator
- Management Consulting
- Corporate Governance
- Risk Management
- Risk Assessment
- Prudence Analysis and Audits
- Performance Audits
- Project Management Audit
- International Contracting
- Trend Evaluations / Analytics
- Industry Best Practices
- Contract Administration
- Executive Management
- Financial /Investment Funds
- Mergers and Acquisitions
- Feasibility Studies / Reviews
- Compliance Review / Audits
- Strategic Planning
- Engineering & Construction Management
- Project / Program Management
- Project Control Systems
- Project and Program Estimating
- Change Management
- Standard of Care
- Claims Prevention
- Claims Analysis / Negotiation
- Instruction and Training
- Design – Build Consulting
- Damages Calculation
- Fraud / Abuse / Waste

Professional Background

Dr. Nielsen is the Chairman and President of Pegasus Global Holdings, Inc. He provides strategic direction to the firm's operations, as well as direction and participation on engagements throughout its Risk Management, Management Consulting and Strategic Consulting business areas. Dr. Nielsen has served as an Engagement Director and Primary Team Member on wide-ranging, complex engagements involving the entire project delivery process – cradle to grave – in the following industries: power; oil and gas / petrochemical; process; transportation; infrastructure; and buildings. He has worked on behalf of private and public sector clients globally. With an extensive background in engineering, construction and project management, including project controls, he has advised Board committees, Owners, Engineers, and Contractors relative to Execution Management, Corporate Governance and Enterprise Risk Management issues. He has also presented expert witness testimony in legal proceedings around the world and served as a chairman and member on dispute review boards, as well as, an arbitrator and mediator on dispute matters.

On Management Consulting engagements, Dr. Nielsen leads a variety of audits and assessments of executive and operational management process, performance, prudence and related project-specific and corporate issues. His Management Consulting experience includes comprehensive project management, design and development, management evaluations, change management, contract negotiations, administration, feasibility studies, partnering, value engineering, project management instruction and training.

Dr. Nielsen serves as a senior member on Risk Management engagements, leading and undertaking risk audits, evaluations and assessments of project-specific and corporate risks. Further drawing upon his extensive Dispute Resolution experience, Dr. Nielsen also consults on claims prevention, management and negotiation. As a global innovator in the development and application of Risk Management techniques, he has developed and led training and instructional programs for a variety of private, multinational and public agency clients.

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On Strategic Consulting engagements, Dr. Nielsen leads many evaluations and training for private firms, government entities, financial/investment funds, etc. with respect to such wide ranging issues as mergers & acquisitions, markets, and project specific issues. He also provides many investment fund managers and analysts with strategic advice.

His engagement experience also includes pre-design work, bidding and bid solicitation, procurement, estimating (conceptual through bid and change), constructability reviews, schedule resource loading and activity evaluation, code and permitting process, due diligence studies, overhead calculations, quality assurance and control, startup and operations, commissioning, testing and maintenance.

Megaprojects, by industry definition, are very large investment projects that attract a high level of public attention or political interest because of substantial direct and indirect impacts on the community, environment and budgets. They are generally defined as major infrastructure projects that cost more than \$1 billion. Dr. Nielsen has significant global experience with megaprojects costing several times this minimum definition. He has chaired multiple independent review panels on mega projects including the Parramatta Rail Link Project in Sydney Australia, the Detroit Combined Sewer Overflow Project, and is currently the Chair for the Vogtle Construction Review Board (VCRB).

Dr. Nielsen has been a member of and led teams on engagements such as Crossrail Project, London, United Kingdom at £10 billion; L.A. Metro Rail Operations Management System, California, North America at \$6.5 billion; Consortium Contractor, Marine Facility, Europe at \$6 billion; Guri Dam and Hydroelectric Complex, Venezuela at \$4.5 billion; Xiaolangdi Dam, China at \$3.5 billion; Parramatta Rail Link Project, New South Wales, Australia at \$2.7 billion; Sound Transit Project, Washington, North America at \$2.6 billion; Iatan Power Plant, Missouri, North America at \$2+ Billion; Melbourne Citylink Project, Victoria, Australia at \$2 billion; Siemens PEMEX-Cadereyta project at \$1.6 billion; Milwaukee Water Pollution Abatement program, Wisconsin, North America at \$1.5 billion; United Rail Group Tender Risk Review, New South Wales, Australia at \$1.3 billion; Seminole Fossil Fuel Plant, Florida, North America at \$1.2 billion; Rockport Works Steel Mill Facility, Rockport, Indiana, North America at \$1.1 billion; Refinery Upgrade and Pipeline Project, North America at over \$1 billion; International LNG Terminal, North America at \$1 billion; HBJ Pipeline Project, India at \$1 billion; Murrin Murrin Nickel-cobalt Project, Western Australia at \$1 billion; Vancouver Island Highway Project, British Columbia, Canada at \$1 billion; Mounds Laboratory U.S. Dept of Energy, Ohio, North America at \$1 billion and multiple nuclear power plant projects each costing well over \$1 Billion.

Dr. Nielsen's career has included a variety of project and corporate management positions, including previously as Chairman and a Principal of The Nielsen-Wurster Group, and earlier as Chairman of Nielsen-Wurster ESB, Inc., an international power and process plant management consulting and Software Company and Chairman of Nielsen-Wurster Asia-pacific Pty. Ltd., an Asia-Pacific firm located in Melbourne, Australia, specializing in management consulting, risk management, and dispute resolution

Dr. Nielsen has extensive experience in analyses involving issues of management, engineering, construction, controls, scheduling (delay, acceleration, early completion and disruption), productivity, lost revenue / business interruption, change order, differing site conditions, causation and responsibility, cumulative impact, costs, damages, termination, fraud and others. His experience includes overall management and project management, standard of care, evaluation of errors and omissions, measured mile analysis, cost-to-complete calculations, technical issue evaluations and forensic engineering. He also has extensive experience in the review and analysis of asbestos abatement and related issues.

Dr. Nielsen has performed numerous engagements on engineering and construction projects in over 60 countries. Representative examples of his experience are listed in the attached Representative Engagement Experience.

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Prior to founding Nielsen-Wurster, Dr. Nielsen served as a project engineer and project manager on process and building projects. At MBM, an international construction management firm, Dr. Nielsen served as Vice President of Construction Consulting Services, where he led the development of the United States Government's Construction Management Control System (CMCS) and managed their global consulting division.

At Wood and Tower, Dr. Nielsen served as the Project Manager for the development of the most widely used construction cost and time estimating system and data banks, the CBC System, now owned by McGraw-Hill. He also performed in various project management positions on infrastructure, process and building projects.

Registrations / Certification

- Certified Project Management Professional (PMP) #0028-84
- Licensed Attorney, Commonwealth of Virginia, Inactive.
- Private Pilot
- Professional Member of the Royal Institution of Chartered Surveyors, Faculties of Project Management and Risk Management (MRICS) #1177397
- Certificate of Director Education, NACD

Arbitration / DRB Panel Memberships

- American Arbitration Association (AAA)
- International Centre for Dispute Resolution (ICDR)
- Association for International Arbitration (AIA)
- International Chamber of Commerce (ICC)
- United Nations Commission on International Trade Law (UNCITRAL)
- Member of Dispute Resolution Board Foundation (DRBF) Panel
- Member of Caltrans DRB Panel

Dr. Nielsen serves as an arbitrator in several arbitration forums including the American Arbitration Association on its Commercial, Construction, and Large Complex case panels; the International Center for Dispute Resolution Panel, the International Chamber of Commerce, and the United Nations Commission on International Trade Law. He is also a member of the AIA and the Dispute Resolution Board Foundation (DRBF). He has served as a sole arbitrator, Chair and member of three-member panels arbitrating a large number of disputes involving commercial and construction issues of private and governmental facilities in the energy, process, and building industries with claims ranging from US \$100,000 to US\$100 million. Dr. Nielsen has also served as both a consulting and testifying expert in numerous domestic (AAA) and international arbitration forums (International Chamber of Commerce (ICC) arbitrations, UNCITRAL, SAIC, London), with disputes ranging from US\$1 million to US\$6 billion.

For Profit Boards

- Pegasus Global Holdings, Inc., 2000 - Present
- The Nielsen-Wurster Group, Inc., 1976 - 2008
- Unionville Vineyards (Partner), 1986 - 2008
- Nielsen-Wurster Asia-Pacific Pty. Ltd., 2001 – 2008
- Unionville Aviation, 1987 – 2005
- Nielsen-Wurster ESB, 1986 - 1989

Non-Profit Boards

- Life Support, 2008 – Present
 - Chairman, 2009-Present

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- Construction Institute, 2004 - 2009
- Board Alternate to the Construction Industry Institute Board of Advisors, 2007 – Present
- Civil Engineering Forum for Innovation (CEFI), Member of Corporate Advisory Board, 1994 - 2000

Honors and Awards

- American Society of Civil Engineers (ASCE) Outstanding Projects and Leaders (OPAL) Award, Construction, 2011
- *Flynn's Harp*, Feature Article, July 21, 2010, "Is Gulf Spill Oil Industry's Three Mile Island?"
- Pan American Academy of Engineering, Elected in 2008

Education and Courses

Education

- Ph.D., Infrastructure Systems (Civil) Engineering, Kochi University of Technology, Kochi, Japan
- J.D., George Washington University Law School, Washington, D.C.
- B.S.E., Mechanical, Princeton University, Princeton, New Jersey

Arbitration Training

- Arbitrator II Training (Advanced Case Management Techniques), American Arbitration Association
- Award Writing, American Arbitration Association
- Managing Cases, American Arbitration Association
- Chairing an Arbitration Panel, American Arbitration Association
- Construction Industry Arbitration Workshop, American Arbitration Association
- International Training for Dispute Resolution, American Arbitration Association, International Symposium in Advanced Case Management Issues
- Neutrals' Retreat, American Arbitration Association
- Neutrals' Retreat, American Arbitration Association
- Neutrals' Retreat, American Arbitration Association
- The Dispute Review Board Administration and Practice Workshop, The Dispute Review Board Foundation
- Caltrans, CA Dispute Review Board Administration and Practice Workshop

Industry Research

- Construction Industry Institute Research Team RT 260-Reimbursable Contract, 2008 – Present
- Deutsche Bank, Economic and Market Dynamics with respect to oil & gas, power and infrastructure sectors, 2007 - Present
- Kochi University of Technology, Future of the Engineering and Construction Industry in Japan and China and the challenges that Both Face, 2005

Memberships

- American Association of Engineering Societies
 - Vice Chair of International Activities Commission, 1998 - 2001
- American Bar Association
 - Member of Construction Litigation Committee, Inception - Present
 - Member of Public Contract Law Committee, 1970 - Present
- American Nuclear Society, 1984 - Present
- American Society of Civil Engineers, 1970 - Present
 - Member, International Activities Committee, 2003 - 2005
 - Chair of National Research Policy Committee, 1996 - 1998

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- Association for the Advancement of Cost Engineering (AACE) International, 1970 - Present
- Civil Engineering Forum for Innovation, 1994 - 2004
 - Corporate Advisory Board, 1994 - 2000
- Construction Institute, 2003 - Present
 - Member of the Board of Directors, 2004 - 2009
- Construction Industry Institute, 2002 - Present
 - Corporate Advisory Board Alternate, 2007 - Present
- Dispute Review Board Foundation, 1990 - Present
- Inter-Pacific Bar Association, 1990 - Present
 - Member of Major Projects Committee, 1992 - Present
 - Vice Chair of Major Projects Committee, 1997 - 2001, 2008 - 2010
- International Bar Association, 1999 - Present
 - Member of Committee "T", Construction, 1999 - Present
- Japan Society of Civil Engineers (JSCE), 2005 - Present
- National Association of Corporate Directors, 2007 - Present
- Order of the Engineer, 2004 - Present
- Project Management Institute, 1980 - Present
- Royal Institution of Chartered Surveyors, 2003 - Present
- Society for Social Management Systems, 2004 - Present
- Society of Petroleum Engineers, 2008 - Present

Publications and Presentations

Dr. Nielsen is a prolific writer and speaker globally, having authored 4 books and chapters of books, over 200 papers, 30 peer-reviewed journal articles and nearly 125 public speaking (including over 75 keynote addresses) engagements regarding Management and Strategic Issues, Management Audits (Prudence, Compliance and Performance); Program and Project Risk Management; Arbitration, Mediation, and Dispute Review Boards; Dispute Resolution, and other topics (*see attached list of Technical Papers and Presentations*). Dr. Nielsen has also been featured in many international publications:

- "European Oil Services-Gulf of Mexico Exposures and Implications," *Pit Stop*, Deutsche Bank, AG, London, United Kingdom, June 17, 2010
- "European Oil Services-Reading Between the Lines," *Pit Stop*, Deutsche Bank, AG, London, United Kingdom, August 2009
- "European Oil Services," *Pit Stop*, Deutsche Bank, AG, London, United Kingdom, April 2009
- "Infrastructure Boom: Potholes Ahead," David Bogoslaw, *Business Week*, January 6, 2009
- "European Oil Services-Eyes Wide Open," *Pit Stop*, Deutsche Bank, AG, London, United Kingdom, July 23, 2008.
- "European Oil Services," *Pit Stop*, Deutsche Bank, AG, London, United Kingdom, May 27, 2008
- "Oil Service Contracts – Re-positioning the 'Risk' Pendulum," Deutsche Bank, AG, London, United Kingdom, April 24, 2008
- "Going Solo", *PM Network*, Michele Meyer, Project Management Institute, November 2007
- "European Oil Services"-*Pit Stop*, "Eyes Wide Open", Deutsche Bank, AG, London, United Kingdom, May 23, 2007
- Interview with Kris R. Nielsen, President, *The Advisory*, July 3, 1986

Authored Books and Book Chapters

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- “Endangered Species, The Japanese Construction Industry,” Eiko-Sha, Tokyo, Japan, January 2008
- “Anticipating Problems: Project Risk Assessment and Project Risk Management”, Chapter 6, Collaboration Management, New Project and Partnership Techniques, edited by H. Shaughnessey, John Wiley & Sons, 1994
- “Damages: The Cost Impact from Failures”, Failures Handbook, Albert Dib, Editor, Clark Boardman, 1985
- Construction Cost Management, Techniques and Applications, American Institute of Architects, 1972, American Society of Civil Engineers, 1974

Management and Strategic Issues

Invited, Keynote and Featured Presentations

- “An Industry On The Brink of Change,” *10th Annual Deutsche Bank Oil & Gas Conference*, London, UK, September 23, 2010
- “Leadership and Risks during a Global Financial Crisis,” co-authored with P. Galloway and J. Dignum, *The Fifth Civil Engineering Conference in the Asian Region (CECAR 5)*, Sidney, Australia, August 9 -11, 2010.
- “Trends in the Construction Industry,” to the U.S. Law Firm Group Construction Committee, Buffalo, NY, October 23, 2009
- “The Oil & Gas Service Sector: Good Prospects for the Medium to Long Term”, *9th Annual Deutsche Bank Oil & Gas Conference*, London, UK, September 24, 2009
- “A Management System for Infrastructure Construction, Meeting the Needs of the Next Two Decades,” *International Symposium on Social Management Systems, Annual Conference for the Society of Social Management Systems*, Kochi, Japan, March 5-8, 2009
- “The Challenge to Sustainable Power Infrastructure Development in a Multinational Environment,” XXXI UPADI Convention, Brasília, Brazil, December 1, 2008
- “Near and Mid Term Economic Impacts from Global Economic Conditions on the O&G Services Sector,” 2008 Deutsche Bank Oil & Gas Conference, London, United Kingdom, September 25, 2008
- “Integration of Social Science & Engineering,” International Symposium on Social Management Systems, Annual Conference for the Society of Social Management Systems, Kochi, Japan, March 7, 2008
- “Infrastructure Construction in 2008 Global Public and Private Sectors” Seminar, *Gearson Lehman Group Institute*, New York, New York, December 18, 2007
- “Current Risk Management Issues in the Oil & Gas Industry,” *2007 Deutsche Bank Oil & Gas Conference*, London, United Kingdom, September 27, 2007
- “Observations Regarding Global Oil & Gas Construction, Projects and Contractors-The Changing Picture of Execution Risk,” *Shell Construction Law Workshop*, London, United Kingdom, January 31, 2007
- “Observations Regarding Public, Private, Partnership from Around the World,” Practical Strategies for Successful International Projects, São Paulo, Brazil, November 20 - 21, 2006
- “Risks Must Be Managed More Than Ever in Today’s Oil & Gas Industry,” *Deutsche Bank Global Oil & Gas Conference 2006*, London, United Kingdom, September 28, 2006
- Keynote Speaker, “Is Ethics Dead in Project Control Management?,” *Second Annual PMI College of Scheduling Conference*, Scottsdale, Arizona, May 22 - 24, 2005
- “Risk Management Techniques Evolving Project Management Tools For All Seasons,” The Third Civil Engineering Conference in the Asian Region (The 3rd CECAR), Seoul, Korea, August 16 - 19, 2004
- Moderator, “Risks and Challenges to the Successful Execution of Major Offshore Projects,” Offshore Technology Conference-Innovation Without Limits, Houston, Texas, May 3 - 6, 2004
- “How Risk Management is Causing an Evolution in Project Management Consulting,” 2003 Special Lecture Series, Kochi University of Technology, Kochi, Japan, November 21, 2003

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- “Risk and Legal Perspective-ASCE: In Tune or Out of Touch on Construction Site Safety?” American Society of Civil Engineers (ASCE) Nashville 2003 Civil Engineering Conference & Exposition, Infrastructure Track; ASCE Construction Institute, Committee on Safety, Nashville, Tennessee, November 13, 2003
- “The Benefits and Challenges in the Globalization of Project Management Knowledge and Usage,” Japan Society of Civil Engineers’ First International Symposium on Construction and Project Management, Tokyo, Japan, October 16 - 17, 2003
- “Energy Development and Risk,” *Alternative Energy and Environmental Futures*, Boston University, Boston, Massachusetts, April 10, 2002
- “The Ubiquitous Requirement of Performing to High International Standards,” Proceedings, *The Second Civil Engineering Conference in the Asian Region*, Tokyo, Japan, April 16 - 18, 2001
- “Construction Risk and Application to AusAID Projects,” AusAID, Canberra, Australia, August 21, 1998
- “Risk Allocation in Design-Build and BOT Projects,” Civil Engineering International Conference on Asian Infrastructure, Sustainable Development and Project Management, Manila, Philippines, February 19 - 20, 1998
- “What are Today’s Emerging Risks?” Identifying, Minimizing and Quantifying Construction Risk and Disputes, London, England, October 31 - November 1, 1996
- “Trends and Evolving Risks in Design-Build, BOT and BOOT Projects,” ASCE / ICE Triennial Conference, Session IV: Pitfalls in International Engineering and Construction: What to Watch For, Philadelphia, Pennsylvania, October 17-20, 1996
- “Risk Management Analysis Techniques for Projects with Significant Environmental Issues,” co authored with P. Galloway, ASCE-SAS Second Regional Conference and Exhibition, Beirut, November 16 - 18, 1995
- “Anticipating Problems: Project Risk Assessment and Project Risk Management,” Chapter 6, *Collaboration Management, New Project and Partnering Techniques*,” edited by H. Schaughnessy, John Wiley & Sons 1994
- “International Contract Administration Issues: Project Documentation, Dispute Proofs, Programmes and Productivity,” Training Workshop on International Construction Contracts and Contractor Claims, The International Development Law Institute (IDLI), Rome, Italy for the Finnish International Development Agency (FINNIDA), Helsinki, Finland, October 13 - 16, 1992
- “Contract Administration,” West Virginia Division of Energy, Charleston, West Virginia, March 1991
- Co-program Leader and Panelist, “Project Construction, Financing, and Management,” and Paper on “Project Risk Management,” *Alternative Power in New England-Opportunities and Risks*, Farmington, Connecticut, November 1989
- Seminar Leader and Primary Presenter, “CM for 84” Conference, Construction Management Association of America, Madison, Wisconsin, May 31 - June 2, 1984
- “Managing Risk on CM Projects,” Proceedings of CM Forum 84 Conference, Construction Management Association of America, Madison, Wisconsin, May 31, 1984
- “Risks and Liabilities of Specifications,” co authored with M.J. Nielsen, American Society of Civil Engineers, Specialty Conference on Specifications and Inspection Manual, New Orleans, Louisiana, March 1982
- “CPM Network-Based Management Information Systems,” *Building Research Advisory Board Conference*, National Academy of Engineering, Washington, D.C., July 1975
- “Construction Cost Management,” two day presentation at Arizona Society of Architects Professional Development Seminar, March 1975
- “Construction Cost Management,” Professional Development Seminar Manual, Arizona Society, American Institute of Architects, April 1975
- “Management Control Systems in the Construction Industry,” *Building Research Institute Fall Conference Proceedings*, November 1973

Publications

- “An Industry On The Brink of Change,” *10th Annual Deutsche Bank Oil & Gas Conference*, London, UK, September 23, 2010

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- “European Oil Services-Gulf of Mexico Exposures and Implications,” *Pit Stop*, contributing Author, Deutsche Bank, AG, London, United Kingdom, June 17, 2010
- “European Oil Services-Reading Between the Lines,” *Pit Stop*, Contributing Author, Deutsche Bank, AG, London, United Kingdom, August 2009
- “European Oil Services,” *Pit Stop*, Contributing Author, Deutsche Bank, AG, London, United Kingdom, April 2009
- “*Infrastructure Boom: Potholes Ahead*,” *Business Week*, January 6, 2009, go to <http://www.pegasus-global.com/> and click on Archive.
- “Oil Service Contracts – Re-positioning the ‘Risk’ Pendulum,” Contributing-Author, Deutsche Bank, AG, London, United Kingdom, April 24, 2008
- “European Oil Services,” *Pit Stop*, Contributing Author, Deutsche Bank, AG, London, United Kingdom, May 27, 2008
- “Applying Risk Management Techniques to Global Growth in Sustainable Infrastructure Projects,” co-authored with Lia Nielsen, *Proceedings of the 4th Civil Engineering Conference in Asia Region*, ACCEC, Taipei, Taiwan, June 26, 2007
- “European Oil Services”-*Pit Stop*, “Eyes Wide Open”, Deutsche Bank, AG, London, United Kingdom, May 23, 2007
- “Some Practical Thoughts-Risk Allocation Regarding Airport Projects in China,” *IPBA Conference: Risk Allocations on Airports Session*, Beijing, China, April 23, 2007; also published on the Society of Social Management Systems (SSMS), Internet Journal, 2007
- “Risk-Based Processes that Assure Anti-Corruption Processes and Promote Transparency and Governance in Resource Extraction Industries,” co-authored with Patricia Galloway; *International Conference on Infrastructure Development and the Environment*, Aguja, Nigeria, September 10 - 15, 2006; *Society of Social Management Systems (SSMS), Internet Journal*, 2007
- “Risk Management Lessons from Six Continents,” *Journal of Management in Engineering*, Volume 22, No. 2, pp. 61, April 2006
- “The Ubiquitous Requirement of Performing to High International Standards,” co authored with P. Galloway, published Proceedings, *The Second Civil Engineering Conference in the Asian Region*, Tokyo, Japan, April 16 - 18, 2001
- “Trends and Evolving Risks in Design-Build, BOT and BOOT Projects,” *The International Construction Law Review*, Volume 14, Part 2, April 1997
- “International Contract Administration Issues: Project Documentation, Dispute Proofs, Programmes, Productivity,” co authored with P. Galloway, IDLI, Rome, Italy, December 12, 1991
- “International Construction Dispute Proofs,” co-authored with P. Galloway, *Nordnet '91 Transactions: The Practice and Science of Project Management*, Trondheim, Norway, June 3 - 5, 1991
- “Schedule Delay Concurrency Issue Analysis & Proof,” co authored with P. Galloway, *The International Construction Law Review*, Volume 7, Part 4, October 1990, pp. 386 - 401
- “Multiple Jeopardies,” *Cogeneration & Resource Recovery*, Volume 8, No. 3, April 1990
- “Combining PURPA, Prudence and Avoided Cost Rate Design; A New Cost Engineering Environment,” co-authored with P. Galloway, *American Association of Cost Engineers 9th Annual Mid-Winter Symposium Transactions*, San Francisco, California, February 1987; Reprinted, *Cost Engineering*, Volume 31, No. 1, p. 16, January 1989
- “Second-Guessing the Engineer,” co-authored with P. Galloway, *Civil Engineering*, American Society of Civil Engineers, November 1985
- “Failure Proof Your Projects,” co-authored with P. Galloway, *Consulting Engineer*, June 1985
- “Calculation of Lost Profits from Lost Business Opportunities,” co authored with J. Galeno, Transactions of the Eighth International Cost Engineering Congress and 28th Annual Convention of the American Association of Cost Engineers, Montreal, Quebec, Canada, June 26, 1984
- Monthly issues of the *Construction Cost Report*, December 1973 - November 1983
- “A Project Management Case Study, The Raul Leoni Dam, Guri Final Stage Venezuela,” Proceedings of 1983 American Society of Civil Engineers Spring Convention, Philadelphia, Pennsylvania, May 1983

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- “Schedule Control for PCM Projects,” co-authored with P. Galloway, *Journal of the Construction Division, Proceedings of the Society of Civil Engineers*, Volume 107, No. C02, June 1981
- “Legal Implications of Professional Project Management,” co authored with M.J. Nielsen, American Society of Civil Engineers Specialty Conference on Project Management Manual, San Diego, California, February 1981
- “Bid Mistakes,” co-authored with M.J. Nielsen, *International Construction*, November 1980
- “Contract Management and Claim Prevention,” co-authored with M.J. Nielsen, *Journal of Community Management*, January 1980
- “Quantitative Tools for Assessing the Impact of Energy Price Increases on Construction Costs,” *Quarterly Cost Focus*, Second Quarter 1975
- “Reducing Facility Construction Costs,” *Klimet's Reports*, October 1975
- “Tax Considerations in Building Design,” *AIA Journal*, September 1973
- “Life Cycle Cost-What, When & How,” *BAC Journal of Continuing Education*, September 1973
- “Construction Cost Management, Techniques and Applications,” *Textbook for American Institute of Architects and American Society of Civil Engineers Continuing Education*, 1972
- “Construction Cost Management and the Computer,” *The Valuation Consultant*, November 1972
- “Estimating and Cost Analyses Made More Useful with New Computerized Systems,” *Florida Builder*, October 1971
- “Management Firms: Watchdog of Construction Costs,” *Building Design and Construction*, July 1971

Conference Presentations

- Deutsche Bank “Road Show”, London, U.K., September 20 – 24, 2010
- Deutsche Bank “Road Show”, London, U.K., June 8 – 12, 2010
- Deutsche Bank “Road Show”, London, U.K., September 21 – 25, 2009
- Deutsche Bank “Road Show”, London, U.K., April 20 – 24, 2009
- Deutsche Bank “Road Show”, London, U.K., September 24 – 27, 2008
- “De-Mystifying and Repositioning the Risks Between IOCs, NOCs and E&C Contractors,” The International Construction Superconference, London, United Kingdom, September 4, 2008
- Deutsche Bank “Road Show”, Lond, U.K., June 23 – 29, 2008
- “International Project Risk Ratings and Emerging Trends in Project Management,” Clayton Utz Major Projects Conference 3, Sydney, Australia, April 16, 2002
- “Conception to Birth of a Project,” Infrastructure 2000, San Francisco, California, June 7, 2000
- Moderator, “Minimizing Risks on International Projects by Developing and Maintaining Effective Project Documentation,” Worldwide Infrastructure Partnerships, New York, New York, June 24, 1998
- “Privatization and the Use of IVHS in the 1990s,” co-authored with P. Galloway and M. Ramey, ASCE Transportation Conference on IVHS, San Diego, California, October 1995
- “Preparing a Project Control Specification,” co authored with P. Galloway, Proceedings of Eleventh Annual Project/2 Utility Users Group Conference, Birmingham, Alabama, November 17 -19, 1986
- “The Value of Earned Value,” Eleventh Annual Project /2 Utility Users Group Conference, Birmingham, Alabama, November 18, 1986
- “New Directions in Project Control for the Utility / Construction Industries,” 8th Annual Mid Winter Symposium, New Orleans, Louisiana, February 13, 14, 1986
- “Improving Estimating Procedures to Avoid Costly Bidding Mistakes,” Engineering News Record Conference on “Construction Contracting: How to be Successful and Avoid Losses”, January 1979
- “Construction Delay Claim Analysis,” “Life- Cycle Costing,” “Construction Economics,” Conference Manual on Profitable Construction Cost Estimating in Today’s Economy, presented in ten cities in 1976
- “The Construction Economics,” *National Aeronautics and Space Administration Facilities Conference*, Lyndon B. Johnson Space Center, Houston, Texas, November 1, 1974

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- “Computer Based Control Systems for Construction Management,” *Engineering News Record's Costec II Conference*, April 1973
- “Computerized versus Manual Take-off,” *Engineering News Record's Costec Conference*, November 1972
- “Construction Cost Control,” two-day AIA and ASCE Continuing Education seminar, presented eight times in 1974, 1973 and 1972

Management Audits (Prudence, Compliance and Performance)

Invited, Keynote and Featured Presentations

- “The Challenge to Sustainable Power Infrastructure Development in a Multinational Environment,” XXXI UPADI Convention, Brasilia, Brazil, December 1, 2008.
- “Utilities Serving Our Needs: U.S. Experience in Serving its Communities,” National Engineering Forum Energy, Water and Telecommunications, Cooma, NSW, Australia, April 21, 1999
- “The Multi-Billion Dollar Issue Facing the Nuclear Power Industry: Decommissioning Versus Life Extension,” The Future of the U.S. and International Environmental Industry, Washington, D.C., November 10 - 12, 1997
- “Trends and Evolving Risks in Design-Build, BOT and BOOT Projects,” ASCE / ICE Triennial Conference, Session IV: Pitfalls in International Engineering and Construction: What to Watch For, Philadelphia, Pennsylvania, October 17 - 20, 1996
- Keynote Address, “Delivery of the Project from the Deep Pocket’s Perspective,” *Project Management Institute, Southern New England*, Hartford, Connecticut, October 26, 1988
- Interview with Kris R. Nielsen, President, *The Advisory*, July 3, 1986
- “Electric Utility Capital Project Prudence Issues,” *National Association of Regulated Utility Commissioners Annual Meeting*, Hartford, Connecticut, May 1985

Publications

- “New Day for Prudence,” co-authored with Patricia Galloway and Charles Whitney, *Public Utilities Fortnightly*, Dec. 2009, p. 48-52.
- “Multiple Jeopardies,” *Cogeneration & Resource Recovery*, Volume 8, No. 3, April 1990
- “Combining PURPA, Prudence and Avoided Cost Rate Design; A New Cost Engineering Environment,” co-authored with P. Galloway, *American Association of Cost Engineers 9th Annual Mid-Winter Symposium Transactions*, San Francisco, California, February 1987; Reprinted, *Cost Engineering*, Volume 31, No. 1, p. 16, January 1989
- “Outages Different Regulatory Technical Standards,” American Association of Cost Engineers, 10th Annual Mid Winter Symposium Transactions, Phoenix, Arizona, February 1988
- “Preparing for the Utilities’ Future-Managing the Prudence Issues,” co-authored with P. Galloway, *Electric Potential*, Volume 2, No. 4, July - August 1986
- “Preparing for Utilities Future An ‘Attack Plan’ for Minimizing Disallowable Costs in Outage and Future Capital Construction,” co-authored with P. Galloway, American Association of Cost Engineers, New Orleans, Louisiana, February 1986
- “Calculating Utility Prudence Issue Costs,” *1985 American Association of Cost Engineers Annual Convention Transactions*, Denver, Colorado, July 1985
- “A Project Management Case Study, The Raul Leoni Dam, Guri Final Stage Venezuela,” Proceedings of 1983 American Society of Civil Engineers Spring Convention, Philadelphia, Pennsylvania, May 1983
- “Legal Implications of Professional Project Management,” co authored with M.J. Nielsen, American Society of Civil Engineers Specialty Conference on Project Management Manual, San Diego, California, February 1981

Conference Presentations

DR. KRIS R. NIELSEN

- “Dealing with Risks on Nuclear Waste Sites,” The Environmental Superconference, Washington, D.C., April 28 - 29, 1999
- “Effect of Current State Regulatory Environment on Outage Management,” 6th Annual Project /2 Outage Symposium, Cambridge, Massachusetts, June 29 - July 1, 1987
- “Utilities Forced Delays-Controllable or Uncontrollable,” co authored with P. Galloway, American Association of Cost Engineers Annual Convention, Chicago, Illinois, June 1986
- Presenter, “Prudence Issues in the Outage Arena,” PSDI Project 2 Users Conference, Cambridge, Massachusetts, May 1986
- Co-presenter, “Prudence Concepts,” *American Association of Cost Engineers*, Ramapo Section, April 1985
- “The Prudence Management Audit: A New Challenge For the Civil Engineer,” co authored with P. Galloway, American Society of Civil Engineers Spring Convention, Denver, Colorado, April 1985

Program and Project Risk Management

Invited, Keynote and Featured Presentations

- Panel Member, “The Engineers Responsibility for Risk Management,” *International Symposium on Social Management Systems, Annual Conference for the Society of Social Management Systems*, Ying Chang, Hubei, China, March 9 - 11, 2007
- “Risk Management Techniques Evolving Project Management Tools For All Seasons,” The Third Civil Engineering Conference in the Asian Region (The 3rd CECAR), Seoul, Korea, August 16 - 19, 2004
- “How Risk Management is Causing an Evolution in Project Management Consulting,” 2003 Special Lecture Series, Kochi University of Technology, Kochi, Japan, November 21, 2003
- “Energy Development and Risk,” *Alternative Energy and Environmental Futures*, Boston University, Boston, Massachusetts, April 10, 2002
- “Construction Risk Management Simplified,” *University of Wisconsin*, Madison, Wisconsin, March 26 - 27, 2001
- “Principles and Practices of Effective Risk Management,” *University of Wisconsin*, Madison, Wisconsin, April 14 - 15, 1999
- “Construction Risk and Application to AusAID Projects,” AusAID, Canberra, Australia, August 21, 1998
- “Risk Allocation in Design-Build and BOT Projects,” Civil Engineering International Conference on Asian Infrastructure, Sustainable Development and Project Management, Manila, Philippines, February 19 - 20, 1998
- “What are Today’s Emerging Risks?” Identifying, Minimizing and Quantifying Construction Risk and Disputes, London, England, October 31 - November 1, 1996
- “Risk Management Analysis Techniques for Projects with Significant Environmental Issues,” co-authored with P. Galloway, ASCE-SAS Second Regional Conference and Exhibition, Beirut, November 16 - 18, 1995
- “Overlooked Risks-A Project Risk Manager’s Experience,” World Conference on Construction Risk, Singapore, October 5 - 6, 1995
- Co-presenter, “Project Risk Management-A Necessity for Today’s Engineered Projects,” *Tarumanagara University*, Jakarta, Indonesia, May 2, 1994
- “Anticipating Problems: Project Risk Assessment and Project Risk Management,” Chapter 6, “*Collaboration Management, New Project and Partnering Techniques*,” edited by H. Schaughnessy, John Wiley & Sons 1994
- “Project Risk Management,” *Panama Canal Commission*, Panama, April 20 - 22, 1994
- “Project Risk Management-Preventative Medicine for Your Project,” *Resolving Disputes in Construction Contracts through ADR Techniques*, Geneva, Switzerland, November 12 - 13, 1992
- “Project Risk Management,” *Alternative Power in New England Conference Book*, Farmington, Connecticut, November 7 - 8, 1989
- “Managing Risk on CM Projects,” Proceedings of CM Forum 84 Conference, Construction Management Association of America, Madison, Wisconsin, May 31, 1984

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Publications

- “Some Practical Thoughts-Risk Allocation Regarding Airport Projects in China,” *IPBA Conference: Risk Allocations on Airports Session*, Beijing, China, April 23, 2007; also published on the Society of Social Management Systems (SSMS), *Internet Journal*, 2007
- “Force Majeure-Managing This Project Risk,” *Inter-Pacific Bar Association, 4th Annual Conference*, Singapore, May 3 - 6, 1994
- “Risk Management Lessons from Six Continents,” *Journal of Management in Engineering*, Volume 22, No. 2, pp. 61, April 2006
- “Project Risk Management-Achieving Goals,” co-authored with P.D. Galloway, 11th INTERNET World Congress on Project Management, Florence, Italy, June 16 - 19, 1992

Conference Presentations

- “De-Mystifying and Repositioning the Risks Between IOCs, NOCs and E&C Contractors,” The International Construction Superconference, London, United Kingdom, September 4, 2008
- “Large-Scale Railway Projects – Mitigating the Risks,” Panel Chairman, Inter-Pacific Bar Association, Los Angeles, CA, USA, April 29, 2008
- “Experienced Based Recommendations on Risk Allocations for Both Owners and Contractors,” Practical Strategies for Successful International Projects, São Paulo, Brazil, November 20 - 21, 2006
- “Risk-Based Processes that Assure Anti-Corruption Processes and Promote Transparency and Governance in Resource Extraction Industries,” co-authored with Patricia Galloway; *International Conference on Infrastructure Development and the Environment*, Aguja, Nigeria, September 10 - 15, 2006; *Society of Social Management Systems (SSMS), Internet Journal*, 2007
- “Case Study Summaries: Talk vs. Practice-or the Truth vs. Practice on Risk Management Usage by Contractors and Owners,” *Construction Institute Regional Conference*, Chicago, Illinois, June 15 - 16, 2006
- “Risk Management Lessons from Six Continents” ASCE Pipeline 2004 Conference, San Diego, California, August 2, 2004
- “Execution Risk Management in Design-Build Infrastructure Projects,” Proceedings of the Construction Institute Atlantic Coast Construction Conference, Tysons Corner, Virginia, May 12 - 13, 2004
- “Risk Identification and Allocation,” Global Construction Superconference, London, United Kingdom, November 5 - 6, 2001
- “Project Risk is Not Generic and Can be Improved during Conception to Birth of a Project,” Infrastructure 2000, San Francisco, California, June 7, 2000
- “Risk Management in the International Marketplace” International Markets Conference, The International Steering Committee of the American Consulting Engineers Council, Washington, D.C., June 5 - 6, 2000
- “Dealing with Risks on Nuclear Waste Sites,” The Environmental Superconference, Washington, D.C., April 28 - 29, 1999
- “Management Approaches to Construction Risk on Infrastructure Projects in Latin America,” The Latin American Market, The Fourth Annual Conference, Turnberry Isle Resort & Club, Aventura, Florida, November 17 - 19, 1998
- “The Essence of Construction Risk,” Minimizing Risks in Construction Projects and Resolving Construction Disputes, Hong Kong, September 28 - 29, 1998
- Moderator, “Minimizing Risks on International Projects by Developing and Maintaining Effective Project Documentation,” Worldwide Infrastructure Partnerships, New York, New York, June 24, 1998
- “Structured Risk Identification and Allocation as a Component of Construction Program Management: A Process that Knows No Boundaries,” *ASCE Washington, D.C. Convention, Session: International Contracting Practices*, Washington, D.C., November 11, 1996
- “Panel of Experts-Risks Most Overlooked,” World Conference on Construction Risk III, Paris, France, April 25 - 26, 1996

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- “What are Today’s Emerging Risks?” Seminar on Emerging Risks in Construction: How to Minimize, Manage & Avoid Disputes, New Orleans, Louisiana, May 10 - 12, 1995; Indian Wells, California, October 19 - 21, 1994
- “Project Risk Management: Concepts and Applications,” Seminar on Emerging Risks in Construction: How to Minimize, Manage & Avoid Disputes, New Orleans, Louisiana, May 10 - 12, 1995; Indian Wells, California, October 19 - 21, 1994
- “International Construction Projects-Managing Risk in the Field,” *World Conference on Construction Risk*, Paris, France, April 28 - 29, 1994
- Co-presenter, “Project Risk Management & Reviewing and Analyzing Damages” *Seminar on Managing Risk and Minimizing Disputes in Construction Contracts*, Hilton Head Island, South Carolina, October 6 - 8, 1993
- “Project Risk Management-Achieving Goals and Minimizing Disputes,” *Construction Superconference*, San Francisco, California, December 3 - 4, 1992
- “Risks and Liabilities of Specifications,” American Society of Civil Engineers Specialty Conference, San Diego, California, February 1981

Arbitration, Mediation & Dispute Review Boards

Invited, Keynote and Featured Presentations

- “Practical Thoughts Regarding International Arbitrations,” Practical Strategies for Successful International Projects, São Paulo, Brazil, November 20 - 21, 2006
- “Current Trends in Entitlement in Construction Disputes on Major International Projects,” Current Trends in Construction Law, International Project Management and Dispute Resolution: The South and Central American Project, São Paulo, Brazil, June 5 - 6, 2006
- “Contract Administration Needs in the New Concept of Dispute Review Boards,” 2003 Special Lecture Series, Kochi University of Technology, Kochi, Japan, November 21, 2003
- “Thoughts from the Dispute Review Board (DRB) World,” as part of “A New Era in Job-Site Dispute Resolution: Dispute Review Boards,” *University of Kentucky / Dispute Avoidance and Resolution Task Force (DART) Seminar on Charting the Course to the Year 2000 - Together!*, Lexington, Kentucky, October 16 - 19, 1994
- “Partnering-Application on International Projects,” *Proceedings of the American Society of Civil Engineers Saudi Arabia Section First Regional Conference and Exhibition on Advanced Technology in Civil Engineering*, Manama, Bahrain, September 18 - 20, 1994
- “The Alternative Disputes Resolution Process,” Construction Disputes-Analysis and Management, Winnipeg, Canada, November 1 - 5, 1993
- Presenter, “Partnering,” Kentucky Department of Transportation, Bowling Green, Kentucky, June 17 - 18, 1993
- “Project Risk Management-Preventative Medicine for Your Project,” *Resolving Disputes in Construction Contracts through ADR Techniques*, Geneva, Switzerland, November 12 - 13, 1992

Conference Presentations

- “Panel Discussions Re: Issues Related to DRB Hearings,” The Dispute Review Board Foundation, Inc. Annual Meeting and Conference, Minneapolis, Minnesota, October 4, 1997
- “Avoiding Lengthy and Costly Litigation by Negotiation Resolution Methods,” co authored with P. Galloway, American Society of Civil Engineers Spring Convention, Denver, Colorado, April 1985
- “Risks and Liabilities of Specifications,” American Society of Civil Engineers Specialty Conference, San Diego, California, February 1981

Dispute Resolution

Invited, Keynote and Featured Presentations

DR. KRIS R. NIELSEN

- “Quantifying the Damages,” *Minimizing Risks in Construction Projects and Resolving Construction Disputes*, Hong Kong, September 28 - 29, 1998
- “Construction Scheduling: Preparation, Liability, Claims and Damages,” Panama Canal Commission, June 12 - 16, 1995
- “Standard Construction Contracts,” *Construction Disputes-Analysis and Management*, Winnipeg, Canada, November 1 - 5, 1993
- “Construction Disputes: Framing the Management Issue,” *Construction Disputes-Analysis and Management*, Winnipeg, Canada, November 1 - 5, 1993
- “Disruption / Productivity Cost Claim Analyses,” co authored with P. Galloway, *Construction Disputes - Analysis and Management*, Winnipeg, Canada, November 1 - 5, 1993
- “CPM Scheduling Delay: Window Analysis, Concurrency and Proof,” co authored with P. Galloway and M. Ramey, *Construction Disputes-Analysis and Management*, Winnipeg, Canada, November 1 - 5, 1993
- Co-presenter, “Schedule Delay Analysis,” *WASHTO Annual Conference*, Oklahoma City, Oklahoma, June 23 - 24, 1993
- “International Contract Administration Issues: Project Documentation, Dispute Proofs, Programmes and Productivity,” Training Workshop on International Construction Contracts and Contractor Claims, The International Development Law Institute (IDLI), Rome, Italy for the Finnish International Development Agency (FINNIDA), Helsinki, Finland, October 13 - 16, 1992
- “Overcoming Schedule Delay-Analyzing and Resolving this Project Nemesis,” co-authored with P. Galloway, *IIR National Construction Conference* in Sydney, Australia, August 28 - 29, 1991
- “Schedule Delay Concurrency Issue Analysis & Proof,” co-authored with P. Galloway, *International Cost Congress*, Paris, France, April 1990
- Co-program Leader and Papers, “Schedule Delay: A Productivity Analysis,” Kentucky Transportation Cabinet and Kentucky Transportation Center Critical Path Method Scheduling Course, Lexington, Kentucky, December 1989
- “The Techniques of Analysis and Pricing of Damages that Flow from a Construction Failure,” co-authored with P. Galloway and R.F. Jacobsen, *Construction Failure and Disaster Superconference*, New York, New York, March 23 - 24, 1988
- “Damages: The Cost Impact from Failures,” *Failures Handbook*, Albert Dib, Editor, Clark Boardman, 1985

Publications

- “Force Majeure-Managing This Project Risk,” *Inter-Pacific Bar Association, 4th Annual Conference*, Singapore, May 3 - 6, 1994
- “International Contract Administration Issues: Project Documentation, Dispute Proofs, Programmes, Productivity,” co authored with P. Galloway, IDLI, Rome, Italy, December 12, 1991
- “International Construction Dispute Proofs,” co-authored with P. Galloway, *Nordnet '91 Transactions: The Practice and Science of Project Management*, Trondheim, Norway, June 3 - 5, 1991
- “Schedule Delay Concurrency Issue Analysis & Proof,” co authored with P. Galloway, *The International Construction Law Review*, Volume 7, Part 4, October 1990, pp. 386 - 401
- “Evaluating the Contractor’s Right to Finish Early,” co authored with P. Galloway, *Project Management Institute Book of Proceedings*, Calgary, Canada, October 1990
- “Proof Development for Construction Litigation,” co-authored with P. Galloway, *The American Journal for Trial Advocacy*, Volume 7, No. 3, Cumberland School of Law of Samford University, Birmingham, Alabama, Summer 1984, *Yearbook of Construction Articles*, Volume 4, Federal Publications, 1985
- “Calculation of Lost Profits from Lost Business Opportunities,” co authored with J. Galeno, *Transactions of the Eighth International Cost Engineering Congress and 28th Annual Convention of the American Association of Cost Engineers*, Montreal, Quebec, Canada, June 26, 1984

DR. KRIS R. NIELSEN

- “Construction Failures: Litigation, Experts and Damages,” Manual for American Bar Association/American Society of Civil Engineers Conference on Construction Failures: Legal and Engineering Perspectives, Houston, Texas, October 1983
- “Schedule Control for Professional Construction Management Projects,” 1981
- “Construction Claims,” American Association of Cost Engineers, Atlanta Section, September 1978

Conference Presentations

- “New Ways to Build and Manage Projects-Understanding International Claims,” The Associated Owners and Developers’ 2004 National Conference, Atlanta, Georgia, September 27, 2004; New York, New York, October 1, 2004; Miami, Florida, December 3, 2004
- “Claims Identification & Management,” Foster Wheeler Law Department Conference, Warren, New Jersey, October 23 - 24, 2001
- “The Essence of Construction Risk,” Minimizing Risks in Construction Projects and Resolving Construction Disputes, Hong Kong, September 28 - 29, 1998
- “Proving Damages-The Techniques of Analysis and Pricing of Damages that Flow from Physical or Performance (Breach) Failures,” co authored with P. Galloway, Seminar on Emerging Risks in Construction: How to Minimize, Manage & Avoid Disputes, New Orleans, Louisiana, May 10 - 12, 1995; Indian Wells, California, October 19 - 21, 1994
- Co-presenter, “Project Risk Management & Reviewing and Analyzing Damages” *Seminar on Managing Risk and Minimizing Disputes in Construction Contracts*, Hilton Head Island, South Carolina, October 6 - 8, 1993
- “Early Completion Claim Analysis and Expert Delay Analysis,” Seminar on Construction Issues Facing the Public Transportation Industry, Sacramento, California, April 28 - 30, 1993
- “Project Risk Management-Achieving Goals and Minimizing Disputes,” *Construction Supervenience*, San Francisco, California, December 3 - 4, 1992
- “Construction Economics as a Litigation Proof Tool,” *Conference Manual on Construction Dispute Proofs*, Princeton, New Jersey, September 1982; Lake Buena Vista, Florida, May 1983; Minneapolis, Minnesota and Denver, Colorado, April 1984; Tampa, Florida and Boston, Massachusetts, May 1984; Seattle, Washington, July 1986; New Orleans, Louisiana, April 1988; New Orleans, Louisiana, April 1989; Scottsdale, Arizona, March 1990; New Orleans, Louisiana, May 1990; San Antonio, Texas, April 1991
- “Productivity Analyses as a Proof Tool,” *Conference Manual on Construction Dispute Proofs*, Minneapolis, Minnesota and Denver, Colorado, April 1984; Tampa, Florida and Boston, Massachusetts, May 1984; Seattle, Washington, July, 1986; New Orleans, Louisiana, April 1988; New Orleans, Louisiana, April 1989; Scottsdale, Arizona, March 1990; New Orleans, Louisiana, May 1990; San Antonio, Texas, April 1991
- “Construction Proof Concepts,” *Conference Manual on Construction Disputes Proofs*, Princeton, New Jersey, September 1982; Lake Buena Vista, Florida, May 1983; Minneapolis, Minnesota and Denver, Colorado, April 1984; Tampa, Florida and Boston, Massachusetts, May 1984; Seattle, Washington, July, 1986; New Orleans, Louisiana, April, 1988; New Orleans, Louisiana, April 1989; Scottsdale, Arizona, March 1990; New Orleans, Louisiana, May 1990; San Antonio, Texas, April 1991
- “Construction Proof Concepts,” “Construction Economics,” “Proving Damages,” and “Productivity Delay Damages Case Illustration,” *State of Florida Department of Transportation Construction Disputes Seminar*, Tallahassee, Florida, August 1989
- “Window Analyses: An Innovative Concept to Schedule Delay Analysis,” co-authored with P. Galloway, *Project Management Institute*, Philadelphia, Pennsylvania, October 1984 “Preparing for the Utilities’ Future An ‘Attack Plan’ for Minimizing Disallowable Costs In Outage and Future Capital Construction,” co authored with P. Galloway, American Association of Cost Engineers, 8th Annual Mid Winter Symposium Transactions, New Orleans, Louisiana, February 1986; Project 2, 5th Annual Outage Symposium Proceedings, Cambridge, Massachusetts, May 1986
- Co-presenter, “Calculation of Lost Profits from Lost Business Opportunities,” Eighth International Cost Engineering Congress, Montreal, Quebec, Canada, June 26, 1984

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- “Schedule Delay: A Productivity Analysis,” co authored with P. Galloway and J. Leverette, Project Management Institute National Convention Proceedings, Houston, Texas, October 1983
- “Construction Claims Damages Quantification,” *Federal Publications Construction Contract Litigation Seminar*, October 1977
- “Construction Claims Litigation,” Conference Manual, MCI Symposia, Inc. Chicago, Illinois, 1976
- “Construction Delay Claim Analysis,” “Life-Cycle Costing,” “Construction Economics,” Conference Manual on Profitable Construction Cost Estimating in Today’s Economy, presented in ten cities in 1976

Teaching & Training

- “Trends in the Construction Industry” to the U.S. Law Firm Group Construction Committee, Buffalo, NY, October 23, 2009
- Visiting Professor, Project Management, Harbin University, Harbin, Heilongjing, 2004 - 2005
- Visiting Professor, Department of Infrastructure Systems Engineering, Kochi University of Technology, Kochi, Japan, 2003 - Present
- “Claims Identification & Management,” Foster Wheeler Law Department Conference, Warren, New Jersey, October 23 - 24, 2001
- Co presenter, “Contract Administration, Management Claim Analysis and Project Risk Management,” In-house Training Course, PT, Wijaya Karya, Jakarta, Indonesia, January 23 - 27, 1995
- Co-presenter “Project Manager nei settore delle costruzioni” *SINNEA University*, Bologna, Italy, May 25 - 27, 1994
- “Contract Administration,” Masters Degree Course, SINNEA, Istituto Di Studi Per La Cooperazione E La Piccola E Media Impresa, Bologna, Italy, September 25, 1992
- “Construction Law,” *Iona College Facility Management Program for Minority Contractors*, 1981 and 1980
- Visiting Professor, “Construction Cost Management,” Columbia University, New York, New York, 1978 - 1979
- Visiting Professor, “Cost Management,” Polytechnic University, Brooklyn, New York, 1978-1979
- Four guest lectures annually from 1974 through 1982, “Construction Management and Construction Law,” *Columbia University Graduate School of Architecture*
- Guest Lecturer “Construction Management,” *School of Professional Studies, Pratt Institute*, November 21, 1973

<i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Power	Nuclear	Levy 1 & 2, Progress Energy Florida, United States (Florida)
Power	Nuclear	Bellefonte Options, TVA, United States (Alabama)
Power	Nuclear	INEEL Spent Nuclear Fuel Storage Project, United States (Idaho)
Power	Nuclear	Kewaunee Nuclear Plant Replacement Steam Generator, United States
Power	Nuclear	Cooper / Lincoln Electric, United States (Iowa)
Power	Nuclear	Salem and Hope Creek Nuclear Power Plants, United States (New Jersey)
Power	Nuclear	Texas Utilities Stockholder Litigation, United States (Texas)
Power	Nuclear	Nine Mile Power Plant, United States (New York)
Power	Nuclear	Palo Verde Power Plant, United States (Arizona)
Power	Nuclear	Washington Public Power Nuclear Plant, United States (Washington)
Power	Nuclear	Cooper Nuclear Station, United States (Iowa, Nebraska)
Power	Nuclear	Marble Hill Nuclear Generating Station, Indiana (Madison)
Power	Nuclear	Diablo Canyon Units 1 & 2, United States (California)
Power	Nuclear	Indian Point Nuclear Power Plant Unit 3, United States (New York)
Power	Nuclear	Wolf Creek Nuclear Generating Station, United States (Kansas)
Power	Nuclear	Vogtle Nuclear Generating Station, United States (Georgia)
Power	Nuclear	Vogtle Nuclear 3 & 4 , United States (Georgia)
Power	Nuclear	Pilgrim I Nuclear Power Plant, United States (Massachusetts)
Power	Nuclear	Millstone Unit 3, United States (Connecticut)
Power	Nuclear	Millstone Unit 3, United States (Connecticut)

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<i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Power	Nuclear	Palo Verde Audit, United States (Arizona)
Power	Nuclear	Hanford, United states, (Washington)
Power	Nuclear	Perry 1 & 2, United States (Ohio)
Power	Nuclear	Bellefonte, United States (Tennessee)
Power	Nuclear	Turkey point 3 & 4, United States (Florida)
Power	Nuclear	Peach Bottom 1 & 2, United States (Pennsylvania)
Power	Nuclear	Satop 3 & 5, United States (Washington)
Power	Nuclear	Marble Hill, United States (Indiana)
Power	Nuclear	Calvert Cliffs, United States (MD)
Power	Nuclear	Maine Yankee, United States (Maine)
Power	Nuclear	Vermont Yankee, United States (Vermont)
Power	Nuclear	Prairie Island 2, United States (MN)
Power	Nuclear	Belene 1, Bulgaria
Power	Nuclear	UK Nuclear Decommissioning Agency, United Kingdom
Power	Nuclear	Waterford Unit 3, United States (Louisiana)
Power	Nuclear	Seabrook Power Plant, United States (New Hampshire)
Power	Nuclear	Connecticut Yankee Nuclear Plant, United States (Connecticut)
Power	Nuclear	Millstone Point Nuclear Power Plant, United States
Power	Nuclear	South Texas Nuclear Plant, United States (Texas)
Power	Nuclear	Trojan Nuclear Power Plant, United States (Oregon)
Power	Nuclear	Shoreham Nuclear Plant, United States (New York)
Power	Nuclear	Comanche Peak Steam Nuclear Electric Station, Units 1 & 2, United States (Texas)
Power	Nuclear	Clinton Nuclear Generating Station, United States (Illinois)

<p style="text-align: center;"><i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Reid Gardener 4, United States, Washington
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Kansas City Light and Power, Iatan 1 & 2, United States (Missouri)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Scherer Fossil Power Plant, United States (Georgia)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Sacramento Municipal Utility District Cogent Plant, United States (California)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Conoco Cogeneration Plant, United States (Texas)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Elsta Cogeneration Power Plant, Terneuzen, The Netherlands
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Newington Energy Combined Cycle Plant, United States
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Osborne Cogeneration Gas-Fired Power Plant, South Australia, (New South Wales)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Rabigh Project Combined Cycle Power Plant, Saudi Arabia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Ave Fenix Power Plant
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Omnibus Experts for Covert Power Plant, United States (Michigan)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Princeton University Cogeneration Plant, United States (New Jersey)

<p style="text-align: center;"><i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i></p>		
Industry	Type	Project Name
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Wolf Hollow Plant, United States (Texas)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Northeastern Power Co., Reading Terminal, United States (Pennsylvania)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Dearborn Power Plant, United States (Michigan)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Geothermal Plant, United States (California)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Spurlock I Fossil Power Generating Station, United States (Kentucky)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Red Hills Power Plant, United States (Mississippi)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Paiton Units 7 & 8, Indonesia (Jakarta)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Indiana & Michigan Electric Breed Generating Station, Coal Boilers, Indiana (Sullivan)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Marshall Islands Power Plant Demolition, United States Territory (Marshall Islands)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Paiton Units 1 & 2, Indonesia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Shawnee Steam Plant, United States (Kentucky)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Consolidated Edison Generating Station, United States (New York)

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Industry	Type	Project Name
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Jeffrey Energy Center, United States (Kansas)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Cleveland Electric Illuminating Company, United States (Ohio)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Santa Rita Power Plant, Batangas, Philippines
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Sultan Salahuddin Abdul Aziz Power Station
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Fossil Power Generating Plant, United States (Illinois)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Merilectrica Gas Turbine Plant, Colombia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	ISAB Energy S.r.L., Italy (Sicily)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Covert, United States(MI)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Jiangxi, China
Power	Cogeneration/ Combined Cycle/Fossil Fuel	JEA Northside, United States (Florida)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	PP9, Saudi Arabia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Iatan 1 and 2, United States (Missouri)

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<i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Millenium Power, United States (California)
Power	Hydro-Electric	Guri Dam and Hydroelectric Complex, Venezuela
Power	Hydro-Electric	Casecnan Multi-Purpose Project, Philippines
Power	Hydro-Electric	Cirata II, Indonesia
Power	Hydro-Electric	Madeira River Project, Brazil
Power	Hydro-Electric	Bakun Hydroelectric Power Plant, Philippines
Power	Other	Babcock Power, United States (Massachusetts)
Power	Other	First Energy, United States (Ohio)
Power	Other	Illinois Power Company, United States (Illinois)
Power	Other	CGE Ford Heights Power Plant, United States (Illinois)
Infrastructure / Transportation	Roadways	Texas Department of Transportation, United States (Texas)
Infrastructure / Transportation	Roadways	City Link, Australia (Melbourne)
Infrastructure / Transportation	Roadways	Texas Department Of Transportation Group 5 Matter, United States (Texas)
Infrastructure / Transportation	Roadways	State Highway U.S. 290 Travis County, United States (Texas)
Infrastructure / Transportation	Roadways	Houston Ship Channel Cable-Stayed Bridge, United States (Texas)
Infrastructure / Transportation	Roadways	Vancouver Island Highway, Canada
Infrastructure / Transportation	Roadways	Interstate 94, United States (Minnesota)
Infrastructure / Transportation	Roadways	U.S. Route 385, Brewster County, United States (Texas)
Infrastructure / Transportation	Roadways	Duluth Freeway / Lief Erikson Tunnel, United States (Minnesota)

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<i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Infrastructure / Transportation	Roadways	State Route 705 Connector (21st Street to Schuster Parkway), United States (Washington)
Infrastructure / Transportation	Bridges	Transcanada Highway Lions Gate Bridge
Infrastructure / Transportation	Bridges	Nairn Avenue Overpass Project, Canada (Manitoba)
Infrastructure / Transportation	Bridges	Baytown Bridge, United States (Texas)
Infrastructure / Transportation	Bridges	Interstate Highway Bridges, United States (Gary, Indiana)
Infrastructure / Transportation	Airports	Pan Am Maintenance Facility, United States (New York)
Infrastructure / Transportation	Airports	International Terminal, Detroit Metropolitan Airport, United States (Michigan)
Infrastructure / Transportation	Airports	KL International Airport, Malaysia (Selangor)
Infrastructure / Transportation	Telecommunication	Williams-Northern Line Layers, United States (Boston)
Infrastructure / Transportation	Telecommunication	Broadwing-El Paso Global Network, Inc., United States (Texas, Arizona, New Mexico, Nevada, California)
Infrastructure / Transportation	Telecommunication	Williams-Thoroughbred Telecommunication Technology, United States (Illinois, Indiana, Ohio, Pennsylvania, West Virginia, Virginia, Tennessee, Georgia)
Infrastructure / Transportation	Telecommunication	Williams-Weissker, United States (California)
Infrastructure / Transportation	Telecommunication	AT&T Broadband, United States (Illinois, Missouri, Michigan)
Infrastructure / Transportation	Rail	Toronto Transit Commission Subway Line Expansion, Canada (Toronto)
Infrastructure / Transportation	Rail	Rohr Transit Cars, United States (Washington, D.C.)
Infrastructure / Transportation	Rail	Federal Center; SW Station; Smithsonian Station; Capitol South, United States (Washington, D.C.)

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<i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Infrastructure / Transportation	Rail	United Group Rail-Citadis & X'trapolis, Australia (Melbourne)
Infrastructure / Transportation	Rail	Tri-Rail Segment 5-Double Tracking Project, United States (Florida)
Infrastructure / Transportation	Rail	Regional Fast Rail Project (RFRP), Australia (Victoria)
Infrastructure / Transportation	Rail	Spencer Street Station Redevelopment Project, Australia (Melbourne)
Infrastructure / Transportation	Rail	Parramatta Rail Link Project for the Director General of the New South Wales Department of Transport, Australia (New South Wales)
Infrastructure / Transportation	Rail	SEPTA Rail Car Refurbishment, United States (Pennsylvania)
Infrastructure / Transportation	Rail	Northeast Highspeed Rail Improvement Program: Dispute Resolution Board Agreement, United States (New York)
Infrastructure / Transportation	Rail	Shaw Metro Station, United States (Washington)
Infrastructure / Transportation	Rail	Stamford Railroad Station Stamford, United States (Connecticut)
Infrastructure / Transportation	Rail	Port of Houston Authority, United States (Texas)
Infrastructure / Transportation	Rail	London Cross Rails, United Kingdom
Infrastructure / Transportation	Seaport	Seattle Public Utilities (SPU) and SeaTran Management Audit, Seattle (City Of Seattle Transportation Audit), United States (Washington)
Infrastructure / Transportation	Seaport	Panama Canal Transfer Station, Panama
Infrastructure / Transportation	Seaport	Port of Seattle, United States (Washington)
Infrastructure / Transportation	Seaport	Lahad Datu Port Expansion, Malaysia

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Industry	Type	Project Name
Infrastructure / Transportation	Seaport	Riofil / Manila South Harbor Pier 5 Extension, Philippines
Infrastructure / Transportation	Wastewater Treatment Plant	Milwaukee Water Pollution Abatement Program, United States (Wisconsin)
Infrastructure / Transportation	Wastewater Treatment Plant	West End Water Pollution Plant, Canada (Manitoba)
Infrastructure / Transportation	Wastewater Treatment Plant	Babylon Solid Waste Recovery Plant
Infrastructure / Transportation	Wastewater Treatment Plant	Rockland County Sewer District Treatment Plant, United States (New York)
Infrastructure / Transportation	Wastewater Treatment Plant	Bergen Point Wastewater Treatment Plant Outfall, United States (New York)
Infrastructure / Transportation	Other	Lief Erikson Tunnel, United States (Minnesota)
Infrastructure / Transportation	Other	Venice Lagoon Project, Italy
Industrial / Process	Chemical / Petrochemical	PETROVIETNAM Phu My Fertilizer Project, Vietnam
Industrial / Process	Chemical / Petrochemical	PET Production Plants, Holland (Rotterdam); Spain (San Roque); Argentina (Buenos Aires)
Industrial / Process	Chemical / Petrochemical	Vitamin C Manufacturing Plant, United States (New Jersey)
Industrial / Process	Chemical / Petrochemical	Cevolution Carbon Fiber Plant, United States (Oklahoma)
Industrial / Process	Industrial Plants	ISAB Energy S.r.l. Integrated Gasification Combined Cycle Power Plant, Italy (Sicily)
Industrial / Process	Industrial Plants	Sperry Micro-Chip Manufacturing & Research Facility, United States (Minnesota)
Industrial / Process	Industrial Plants	GM Cadillac Assembly Plant, United States (New Jersey)
Industrial / Process	Industrial Plants	Caterpillar Assembly Plant, United States (Illinois)
Industrial / Process	Pharmaceutical	Vitamin B Manufacturing Plant, United States (New Jersey)
Industrial / Process	Pharmaceutical	Bulk Pharmaceutical Plant, Singapore

DR. KRIS R. NIELSEN

<i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Industrial / Process	Pharmaceutical	Merck Bulk Pharmaceutical Plant, United States (New Jersey)
Industrial / Process	Oil / Gas	Minerva Gas Project
Industrial / Process	Oil / Gas	Combisa Cantarell EPC 22 Contract Claim Effort-Phase I, United States (Texas)
Industrial / Process	Oil / Gas	Lama NGL Project, Venezuela (Maracaibo)
Industrial / Process	Oil / Gas	Oman LNG Project, Oman
Industrial / Process	Oil / Gas	Altona Refinery Expansion, Australia (Melbourne)
Industrial / Process	Oil / Gas	INCO 92 Project, Gas Recompression Plants, Venezuela
Industrial / Process	Pipelines	GASYRG Pipeline (Willbros), Bolivia
Industrial / Process	Pipelines	Bombax Pipeline Project, Caribbean (Trinidad & Tobago)
Industrial / Process	Pipelines	HBJ Gas Pipeline, India
Industrial / Process	Iron / Steel Manufacturing	NKK Steel Continuous Galvanizing Project, United States (Pennsylvania)
Industrial / Process	Iron / Steel Manufacturing	Steel XX ROC Project, United States (Pennsylvania)
Industrial / Process	Iron / Steel Manufacturing	Murrin Murrin Nickel-Cobalt Refinery, Western Australia
Industrial / Process	Chemical	Urea & Phosphate Fertilizer Facility, United States (Ohio)
Buildings	Educational Facilities	Rutgers University Records Center, United States (New York)
Buildings	Educational Facilities	School District, College Stations, United States (Texas)
Buildings	Educational Facilities	Princeton University, United States (New Jersey)
Buildings	Educational Facilities	Plainsboro Middle School, United States (New Jersey)
Buildings	Resorts / Casinos / Hotels	Ritz Hotel & Casino, United States (New Jersey)
Buildings	Resorts / Casinos / Hotels	Phoenician Hotel and Resort, (United States) Arizona

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<i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Buildings	Resorts / Casinos / Hotels	Westin Hotel El Paso, United States (Texas)
Buildings	Resorts / Casinos / Hotels	Seasons On Mount Snow Resort, United States (Vermont)
Buildings	Resorts / Casinos / Hotels	Intercontinental Hotel, United States (Texas)
Buildings	Resorts / Casinos / Hotels	Hyatt Regency Hotel, United States (Missouri)
Buildings	Resorts / Casinos / Hotels	Maxwell's Plum Restaurant, United States (New York)
Buildings	Apartments / Condominiums / Housing	645 First Avenue, United States (New Jersey)
Buildings	Centers / Arenas	State of Washington Col Gym, United States (Washington)
Buildings	Centers / Arenas	City of Ketchikan Civic Center, United States (Alaska)
Buildings	Centers / Arenas	San Diego Convention Center, United States (Washington)
Buildings	Centers / Arenas	Washington State Convention Center, United States (Washington)
Buildings	Centers / Arenas	United States Army Youth Activity Center, United States (Alaska)
Buildings	Centers / Arenas	Worcester Civic Center (Centrum), United States (Massachusetts)
Buildings	Stadiums	Yankee Stadium Third Tier and Related Expansion, United States (New York)
Buildings	Stadiums	Fresno Multipurpose Stadium (Grizzlies Stadium), United States (California)
Buildings	Stadiums	Kingdome Stadium, United States (Washington)
Buildings	Stadiums	Asphalt Green Sports Center, United States (New York)
Buildings	Medical / Hospitals	Alameda County Medical Center / Highland General Hospital, United States (California)

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<i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Buildings	Medical / Hospitals	University of Medicine and Dentistry, United States (New Jersey)
Buildings	Medical / Hospitals	Veterans Administration Hospital, United States (New Hampshire)
Buildings	Medical / Hospitals	Alameda-Mortenson Analysis, United States (California)
Buildings	Medical / Hospitals	City of Ketchikan Hospital, United States (Alaska)
Buildings	Medical / Hospitals	Colombo General Hospital, Sri Lanka (Colombo)
Buildings	Medical / Hospitals	University Medical Center, United States (Louisiana)
Buildings	Offices	One Summit Square Office Building, United States (Indiana)
Buildings	Offices	Xerox World Headquarters, United States (New York)
Buildings	Offices	McConnell Securities Headquarters, United States (New York)
Buildings	Offices	Foreign Building Operations Overseas Handbook, United States (Washington)
Buildings	Offices	Seattle City Projects, United States (Washington)
Buildings	Offices	277 Park Avenue, United States (New York)
Buildings	Offices	United States Navy Mess Hall Galley, United States (Washington)
Buildings	Offices	United States GSA Federal Office Building Renovations, United States (Washington)
Buildings	Offices	Whatcom City Courthouse Addition Phase II, United States (Washington)
Buildings	Offices	Globe Plaza Office Building, United States (Washington)
Buildings	Offices	Andover Parkway Office Building, United States (Washington)
Buildings	Offices	IBM Office Complex, United States (New York)
Buildings	Offices	Trident Training Facility, United States (Washington)
Buildings	Offices	American Standard Office Building, United States (Oklahoma)

DR. KRIS R. NIELSEN

<i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Buildings	Offices	Pitney Bowes Building, United States (Connecticut)
Buildings	Offices	Consolidated Edison Operation Center, United States (New York)
Buildings	Offices	General Services Administration, United States (New York)
Buildings	Offices	Post Office and Federal Building, Waycross, United States (Georgia)
Buildings	Offices	National Bank of Commerce, United States (Nebraska)
Buildings	Offices	Engineering & Administration Complex, United States (New York)
Buildings	Offices	Seagram Office / Research Complex, United States (New York)
Buildings	Offices	Olefins Terminal Storage Complex
Buildings	Distribution / Storage / Warehouse	TRW Record Storage Complex, United States (New Jersey)
Buildings	Distribution / Storage / Warehouse	New Jersey State Food Distribution Center, United States (New Jersey)
Buildings	Distribution / Storage / Warehouse	New Jersey Record Storage Center, United States (New Jersey)
Buildings	Laboratory	Ta-35 Los Alamos National Laboratory, United States (New Mexico)
Buildings	Laboratory	Mounds Laboratory U.S. Department of Energy, United States (Ohio)
Buildings	Other	Hull Winery, United States (New York)
Buildings	Other	INEC-TSA Building Claim, United States (Idaho)
Buildings	Other	FedEx Hangar and Aircraft Maintenance Facility, Ted Stevens International Airport, United States (Alaska)
Buildings	Other	Mirror Fusion Test Facility, United States (California)
Buildings	Other	Great Adventure, United States (New Jersey)
Buildings	Other	New York Maritime Museum, United States (New York)

DR. KRIS R. NIELSEN

<i>KRIS R. NIELSEN</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Environmental	Other	Foster Wheeler Asbestos Litigation, United States (New Jersey)
Environmental	Other	United States Navy Hazardous Flammable Warehouse, United States (Washington)
Environmental	Other	Transuranic Storage Area Retrieval Enclosure, United States (Idaho)
Other	Seminar / Training	Risk Management and Dispute Awareness Workshop, United States (Texas)
Other	Seminar / Training	University of Wisconsin-Madison Seminar, United States (Wisconsin)
Other	Seminar / Training	Identifying, Minimizing and Quantifying Project Risk, United Kingdom (London)
Other	Seminar / Training	Sinna University Masters Course, Italy
Other	Seminar / Training	Project Risk Management Seminar: Panama Canal
Other	Seminar / Training	Partnering Seminar, United States (Kentucky)
Other	Seminar / Training	Office of Foreign Buildings Operations Handbook, United States (Washington)
Other	Seminar / Training	Claims Management Support; AKA: Fluor Daniel Corporate Claims Management, United States (California)
Other	Other	Professional Service Agreement Projects for Taisei Corporation
Other	Other	Japan Bank for International Cooperation, Japan
Other	Other	Shell Construction Law Workshop, United Kingdom (London)
Other	Other	Japan Ministry of Land, Infrastructure and Transport, Analysis of U.S. Public Construction Contracting Practice
Other	Other	Foster Wheeler Risk Management Outsourcing

Exhibit 2

(KRN-2)

Kris R. Nielsen Power Plant Experience

The following table reflects representative non-nuclear power plant engagements in which I have dealt with various generic topics for: O = Owner/Operator; E-C = Engineer-Constructor; S-V = Subcontractor-Vendor; or F = Financial Institution. Those projects that had Design-Build/EPC contracting methodology and contracts are indicated as "Turnkey." Those that are mega projects (\$1 billion or larger) are indicated by an asterisk.

A. POWER PROJECTS

1. Power – Coal and Petroleum Fueled Plants

Project	Client	Turnkey	Mgt.	Sched.	Labor	Technical	Quality	Testing/ Comm.	Cost
Red Hills, MS, USA	O	•	•	•	•	•	•	•	•
McAdoo, PA, USA	E-C	•	•	•	•	•	•	•	•
Jiangxi, China	S-V		•	•	•				•
Paiton 7 & 8, Indonesia	E-C	•	•	•	•	•	•	•	•
Spurlock 1, KY, USA	O			•	•				
Scherer, GA, USA	O		•	•				•	•
5-CEI Plants, OH, USA	O		•	•		•			•
Jeffery, KN, USA	O		•						•
Rabigh, Saudi Arabia	E-C	•	•	•	•	•	•	•	•
PP9, Saudi Arabia	E-C	•	•	•		•	•		•

2. Power - Gas Fired and Cogeneration Plants

Project	Client	Turnkey	Mgt.	Sched.	Labor	Technical	Quality	Testing/ Comm.	Cost
Dearborn, MI, USA	E-C	•	•	•	•	•	•	•	•
Merilectrica, Columbia	O	•	•	•	•	•	•	•	•
Elsta, Holland	O	•	•	•	•	•	•	•	•
ISAB, Italy*	E-C	•	•	•	•	•	•	•	•
Osborne, Australia	O			•		•		•	
Conoco SRW, TX, USA	O	•	•	•	•	•	•	•	•
Luannan, China	O			•				•	
La Paloma, CA, USA	S-V		•	•	•		•	•	•
Ave Fenix, Argentina	E-C	•	•	•	•	•	•	•	•
Nikiski, AK, USA	O	•	•	•	•	•	•	•	•
Princeton, NJ, USA	O	•	•					•	•
Crossroads, NJ, USA	F					•		•	•
Lakewood, NJ, USA	E-C		•	•	•	•	•	•	•
Consumnes, CA, USA	O	•	•	•	•	•	•	•	•
Covert, MI, USA	S-V	•	•	•		•	•	•	•

2. Resource and Process – Oil & Gas

Project	Client	Turnkey	Mgt.	Sched.	Labor	Technical	Quality	Testing/ Comm.	Cost
Altona, Australia*	S-V	•	•	•	•	•	•	•	•
INCO-92, Venezuela*	O	•	•	•	•	•	•	•	•
Lama, Venezuela*	E-C	•	•	•	•	•	•	•	•
Ahmadi, Kuwait	S-V		•	•	•		•	•	•
Mineral Oil, Egypt	E-C	•	•	•	•	•	•	•	•
Luberef, Saudi Arabia*	E-C	•	•	•	•	•	•	•	•
Perez, Venezuela*	E-C	•	•	•	•	•	•		•
Tupras, Turkey*	E-C	•	•	•	•	•	•	•	•
Pemex Demin, Mexico	S-V		•	•	•	•	•	•	•
Akal, Mexico*	E-C	•	•	•	•	•	•	•	•
Sakhalin 1, Russia*	E-C	•	•	•	•				•

3. Resource and Process – Mining and Metals

Project	Client	Turnkey	Mgt.	Sched.	Labor	Technical	Quality	Testing/ Comm.	Cost
Copper Facil., UT, USA	E-C	•	•	•	•	•	•		•
NKK, MI, USA	E-C	•	•	•	•		•		•
IPSCO, IA, USA	S-V			•	•	•	•		•
IPSCO Blaine, AL, USA	O, E- C		•	•	•	•	•	•	•
Republic, OH, USA	S-V		•	•	•	•	•		•
Algoma, OT, Canada*	S-V	•	•	•	•		•		•
Murin Murin, WA, Aus*.	E-C	•	•	•	•	•	•	•	•

4. Resource and Process – Pharmaceutical

Project	Client	Turnkey	Mgt.	Sched.	Labor	Technical	Quality	Testing/ Comm.	Cost
Bulk Pharma, Singapore	E-C	•	•	•	•	•	•	•	•
Production Pharma, Singapore	E-C	•	•			•		•	•

Exhibit 3

(KRN-3)

**Kris R. Nielsen Prior Management
Prudence Reviews Involving
Testimony in Regulatory Proceedings**



DR. KRIS R. NIELSEN PH.D., JD, PMP, MRICS, M.JSCE

Testimony List

Date	Project	Forum	Appearance	Status
2010	Iatan Unit 1 Power Plant	Missouri Public Service Commission	Filed/Oral Testimony	Pending
2010	Iatan Unit 1 Power Plant	Missouri Public Service Commission	Deposition	Pending
2009	DeKalb County School District	State Court, Georgia	Deposition	Pending
2009	Iatan Unit 1 Power Plant	Kansas Corporate Commission	Testimony	Decision
2009	Iatan Unit 1 Power Plant Audit	Missouri Public Service Commission	Testimony	Decision
2008	Vogle Nuclear Power Plant Units 3 & 4, Georgia	Georgia Public Service Commission	Testimony	Decision
2008	Menasha Generating and Steam Power Plant, Wisconsin	AAA Arbitration, Wisconsin	Report/Deposition	Settled
2006	BHPB Minerva Project, Australia	State Court, Victoria, Australia	Report for Mediation	Settled
2005	Covert Combined Cycle Power Plant, Michigan	AAA Arbitration, Washington, D.C.	Deposition	Settled
2005	Wolf Hollow Combined Cycle Plant Texas	ICDR (International Center for Dispute Resolution) Arbitration	Testimony	Decision
2005	Dearborn Combined Cycle Plant, Detroit, Michigan	AAA Arbitration, Detroit, Michigan	Deposition, Filed Direct Testimony	Decision
2004	Lama II Offshore Gas Liquids Plant, Venezuela	ICC Arbitration, Miami, Florida	Filed/Oral Testimony	Decision
2004	Alameda Hospital, Oakland, California	State Court, Hayward, California	Deposition	Decision
2003	Rabigh Power Plant, Saudi Arabia	International AAA Arbitration, New York, NY	Written/Oral Testimony	Decision
2003	Steam Cracker, Orange, Texas	State Court, Mediation Harris County, Texas	Filed Testimony	Settled
2003	Fiber Optic Telecom Installation, Wil Tel v. T3, IL, IN, OH, WV, VA, GA, TN	US Federal Court, Virginia and AAA Arbitration	Filed Testimony, Deposition	Settled
2003	PET Production Plants - Argentina, Holland, Spain	ICC Arbitration, New York	Filed Testimony	Settled
2002	SRW Cogen Power Plant, Texas	AAA Arbitration, Texas; Mediation, Texas	Presentation	Settled
2002	Combe Landfill, New Jersey	State Court, New Jersey	Deposition	Settled

Date	Project	Forum	Appearance	Status
2002	Fiber Optic Telecom Installation, Wil Tel v. Northern Line Layers, Massachusetts	US Federal Court, Boston, Massachusetts	Filed Testimony	Settled
2002	Fiber Optic Telecom Installation, Wil Tel v. Weissker Construction, California	US Federal Court, Oklahoma	Filed Testimony, Deposition	Settled
2001	ISAB Gasification Combined Cycle, Italy	UNCITRAL Arbitration, Geneva, Switzerland	Testimony	Decision
2001	Rabigh Power Plant, Saudi Arabia	AAA International Arbitration, New York City, New York	Testimony	Settled
2001	Cooper Nuclear Station, Nebraska	State Court, Nebraska	Deposition, Testimony	Decision
2001	State Highway 380, Texas	Texas State Office of Administrative Hearings	Deposition, Testimony	Decision
2001	ATT/Motorola Broad Band Upgrade, Illinois, Michigan, Missouri	Mediation, Colorado	Presentation	Settled
2001	Elsta Cogeneration Power Plant, Ternuzen, The Netherlands	ICC Arbitration, Houston, Texas	Testimony, Deposition	Decision
2000	Paiton 7 & 8, Indonesia Coal Fired Boilers - Power Plants	London International Arbitration Centre, London, England	Testimony	Settled
2000	Pharmaceutical Plant, Singapore	Singapore International Arbitration Centre, Arbitration, New Jersey	Testimony	Decision
1999	Idaho National Laboratory TSA-Retrieval Project, Caddell Construction (LMITCO)	Mediation, Salt Lake City, Utah	Filed Testimony, Presentation	Settled
1999	Millstone Nuclear Plant 3, Connecticut	AAA Arbitration	Filed Testimony, Deposition	Settled
1999	Combined Cycle Power Plant, Sacramento, CA	AAA Arbitration, California	Testimony	Decision
1999	Septa Rail Car Renovation, UPS v. ABB Daimler Benz Transportation Co.	Federal Court, PA	Deposition	Settled
1999	Merilectrica Gas Powered Turbine Power Plant, Columbia	AAA International Arbitration, Houston, Texas	Testimony	Decision
1998	Baytown Bridge, Houston, Texas	State Court, Texas	Deposition	Settled

Date	Project	Forum	Appearance	Status
1998	Cooper Nuclear Plant, Lincoln, Nebraska	State Court, Lincoln, Nebraska	Testimony	Decision
1998	Casecnan Multi-Purpose Project, Philippines	ICC Arbitration, New York City, New York & Singapore	Testimony	Settled
1998	US Route 290, Texas	Texas State Department of Administrative Hearings, Austin, Texas	Deposition	Settled
1998	High-rise Office Building	State Court, New York	Deposition	Decision
1998	Ave Fenix Power Plant	AAA Arbitration, Houston, Texas	Deposition, Testimony	Decision
1998	Altona Refinery, Melbourne, Australia	ICC Arbitration - Singapore / Vancouver, B.C.	Testimony	Decision
1998	Connecticut Yankee Nuclear Power Plant,	Federal Energy Regulatory Commission, Washington, D.C.	Testimony, Deposition	Decision
1997	Salem Nuclear Plant	AAA Arbitration, Federal Court, Philadelphia, Pennsylvania	Deposition	Settled
1997	Cooper Nuclear Plant, Nebraska	Federal Court, Iowa	Deposition	Settled
1997	South Texas Project	AAA Arbitration, New York City, New York	Testimony	Decision
1997	IPSCO Steel Mill, Iowa	AAA Arbitration, Des Moines, Iowa	Testimony	Decision
1996	INCO Recompression Platforms	AAA International Arbitration, New York City, New York	Testimony	Settled
1995	Texas Utilities, Inc., Stockholders Derivative Suite	US Federal Court, Texas	Deposition	Settled
1995	645 First Avenue New York City, New York	AAA Arbitration, New York City, New York	Testimony	Decision
1994	South Texas Nuclear Plant, Texas	Public Utility Commission of Texas	Testimony	Settled
1994	Portland General Electric Rate Case RE: Trojan Nuclear Power Plant	Oregon Public Utility Commission	Testimony	Decision

Date	Project	Forum	Appearance	Status
1993	Rockland County Sewer District Treatment Plant, Hutton Claim	State Court, New York	Deposition	Settled
1993	Shoreham Nuclear Power Plant, New York	US Federal Court, New York	Deposition	Settled
1993	National Energy Production Corporation Combined Cycle Power Plant	State Court, California	Deposition, Testimony	Decision
1992	State Highway 380, Texas	Texas Department of Transportation Administrative Hearing, Texas	Deposition, Testimony	Decision
1992	I-94 Highway, Minnesota	State Court, Minnesota	Deposition	Settled
1992	Phoenician Resort, Arizona	US Federal Court, Arizona	Deposition	Settled
1992	Palo Verde Nuclear Plant, Arizona	State Court, Colorado	Deposition, Testimony	Decision
1991	Washington Metropolitan Area Transit Authority	US Federal Court, Washington, D.C.	Deposition, Testimony	Decision
1990	South Texas Project Unit 2	Public Utility Commission of Texas	Deposition, Testimony	Settled
1990	Comanche Peak Nuclear Power Plant, Texas	Public Utility Commission of Texas	Testimony	Decision
1989	Washington DOT Tacoma Highway, Washington	State Court, Washington	Deposition, Testimony	Decision
1989	Pilgrim Nuclear Power Plant, Massachusetts	Massachusetts Public Utility Commission	Testimony	Settled
1989	South Texas Nuclear Plant, Texas	Public Utility Commission of Texas	Testimony	Settled
1988	Waterford 3 Nuclear Power Plant, Louisiana	City of New Orleans Administrative Hearing	Deposition, Testimony	Decision
1988	Equitable Life Insurance Headquarters	AAA Arbitration, New York City, New York	Testimony	Decision
1987	Vogle Nuclear Power Plant, Units 1 & 2	Georgia Public Utility Commission	Testimony	Decision
1987	Perry Nuclear Power Plant, Ohio	Public Utility Commission, Ohio	Deposition, Testimony	Decision

Date	Project	Forum	Appearance	Status
1987	Fossil Power Plant Scherer, Georgia	Georgia Public Utility Commission	Testimony	Settled
1987	Washington Metropolitan Area Transit Authority	US Bankruptcy Court, Maryland	Testimony	Decision
1987	Pleasant Prairie Generating Station, Wisconsin	US Federal Court, Wisconsin	Deposition	Settled
1986	Vessel-Underseas Drilling, Inc., Texas	AAA Arbitration, Dallas, Texas	Arbitration	Settled
1986	Millstone Point III, Nuclear Power Plant, Connecticut	Department of Public Utilities Control	Testimony	Settled
1986	Millstone Point III, Nuclear Power Plant, Connecticut	Vermont Public Service Board	Testimony	Decision
1986	New Jersey State Records Center, New Jersey	State Court, New Jersey	Deposition	Settled
1986	Clinton Nuclear Power Station, Illinois	Illinois Commerce Commission	Testimony	Decision
1985	Washington Public Power Supply System Nuclear Plant	US Federal Court, Washington	Deposition	Settled
1985	Kansas Power & Light Jeffrey Energy Center, Kansas	US Federal Court, Washington	Deposition	Settled
1982	Worcester Civic Center, Massachusetts	AAA Arbitration, Boston, Massachusetts	Oral and Affidavit Testimony	Decision
1982	Breed Generating Plant, Indiana	State Court, Indiana	Deposition, Testimony	Decision
1980	VA Hospital, New Hampshire	Virginia Board of Contract Appeals Washington, D.C.	Deposition	Settled
1980	U.S.C.G. Facilities Governor's Island, New York	DOT Board of Contract Appeals Washington, D.C.	Testimony	Decision
1980	Spurlock Generating Station, Kentucky	US Federal Court, Ohio	Deposition	Settled
1980	GM Cadillac Assembly Plant, New Jersey	State Court, New Jersey	Deposition	Settled
1980	Clark Equipment Manufacturing Plant, Kentucky	US Federal Court, Kentucky	Written Affidavit	Settled
1979	Ohio State University, Field House, Ohio	US Federal Court, Michigan	Deposition	Settled
1979	Air Mail Facility, Michigan	AAA Arbitration, Detroit, Michigan	Testimony	Decision
1978	National Bank of Commerce, Nebraska	US Federal Court, Nebraska	Deposition	Settled

Date	Project	Forum	Appearance	Status
1977	Union Camp Polyament Resin Plant, Ohio	US Federal Court, Ohio	Deposition	Settled
1976	Kingdome Stadium, Washington	US Federal Court, Washington	Deposition, Testimony	Decision
1975	Rahway Valley Sewage, New Jersey	AAA Arbitration, New Jersey	Testimony	Decision
1975	Pan Am Maintenance Facility, New York	AAA Arbitration, New York City, New York	Testimony	Decision
1975	Great Adventure, New Jersey	State Court, New Jersey	Testimony	Decision

Exhibit 4

(KRN-4)

Nielsen Prior Management Prudence
Reviews that did not involve
Testimony in a Regulatory Proceeding

Exhibit 4 (KRN-4)

Kris R. Nielsen

Management Performance and Prudence Reviews

Which did not Require Testimony in Regulatory Proceedings

- 2003 Energy Black-Out in the Northeastern U.S. and Canada, U.S Federal District Court, Ohio, for First Energy
- Indian Point Nuclear Power Plant, Unit 3, State Court, New York, for Consolidated Edison
- Peach Bottom Atomic Generating Station, U.S Federal District Court, for Public Service Electric & Gas
- Cooper Nuclear Station, State Court of Nebraska, for the Nebraska Public Power District
- Millstone Nuclear Power Plant, Unit 3, American Arbitration Association, for Northeast Utilities
- Salem Nuclear Power Plant, U.S. Federal District Court, Philadelphia, for the Public Service Electric & Gas
- Diablo Canyon Nuclear Plant, Units 1 & 2, California Public Utilities Commission, for the Attorney General of California
- Comanche Peak Nuclear Power Plant, U.S Federal District Court, Texas, for Texas Utilities
- Maine Yankee Nuclear Plant, for Stone & Webster regarding prudent management of the decommissioning for utility report to the Maine Public Utilities Commission

- Shoreham Nuclear Power Plant, U.S. Federal Court, New York, for the Counsel for Suffolk County, the primary intervenor before the New York Public Service Commission
- Wolf Creek Nuclear Power Plant, State Court, for Bechtel Corporation
- Calvert Cliffs Nuclear Plant, Maryland Public Service Commission, for Baltimore Gas & Electric
- Turkey Point Nuclear Power Station, Units 3 & 4, for Florida Power & Light
- Palo Verde Nuclear Power Plant, State Court, Arizona, for Combustion Engineering, the Nuclear Steam Supply System vendor
- Palo Verde Nuclear Power Plant, State Court, Colorado, for Ernst & Young, the Prudence Auditor for the Arizona Corporation Commission
- Pleasant Prairie Nuclear Generating Station Unit 2, U.S Federal District Court, Wisconsin, General Contractor for the plant
- Reid Gardner Coal-Fired Generating Station, Unit 4, for the California Department of Water Resources

Exhibit 5

(KRN-5)

Curriculum Vitae and
Power Plant Experience of the
Principal Pegasus-Global
Consultants



Chief Executive Officer

Areas of Expertise

- Arbitrator
- Corporate Governance
- Risk Management
- Risk Assessment and Audits
- Prudence Analysis and Audits
- Performance Audits
- International Contracting
- Trend Evaluation / Analytics
- Industry Best Practices
- Contract Administration
- Project Control Systems
- Engineering and Construction Management
- Project / Program Management
- Project and Program Estimating
- Change Management
- Standards of Care
- Claims Prevention
- Claims Analysis / Negotiation
- Scheduling and Delay
- Disruption / Productivity
- Cumulative Impact

Professional Experience

As Chief Executive Officer of Pegasus Global Holdings, Inc., Dr. Galloway oversees all aspects of the firm's Risk Management, Management Consulting and Strategic Consulting business services. Dr. Galloway has consulted on matters covering the entire project delivery process- cradle to grave – in the following industries: power; oil and gas / petrochemical; transportation; infrastructure; and buildings. She has worked on behalf of private and public sector clients globally.

With over 30 years of experience, Dr. Galloway has extensive international experience having worked in over 60 countries and having worked on numerous domestic and international engagements including mega-projects, that by industry definition, involve large investment projects, which attract a high level of public attention or political interest because of substantial direct and indirect impacts on the community, environment and budgets and are generally defined as major infrastructure projects costing more than US\$1 billion. Representative engagements that Dr. Galloway has either been a member of or led teams on include: Vogtle Nuclear Units 1,2,3,4, United States; Iatan 1 and 2 clean coal-fired plants, United States; City of Winnipeg Capital Improvement Program, Canada; Panama Canal; Sound Transit Light Rail Program, United States; DeKalb County GA School District School Program, United States; London's Crossrail Project, United Kingdom; Sakhalin Island Oil and Natural Gas Pipeline Project, Russia; Venice Lagoon Floodgate Project, Italy; Xiaolangdi Dam, China; Melbourne Citylink Project, Australia; Princeton University Capital Building Program, United States; Cadereyta Refinery Project, Mexico; Rockport Works Steel Mill Facility, United States; International LNG Terminal, North America; HBJ Pipeline Project, India; Murrin Murrin nickel-cobalt mine, Western Australia; Phoenix Light Rail Transit Program, United States; Tsing Ma Bridge, Hong Kong; and over 30 nuclear power plant projects.

Dr. Galloway's management consulting experience includes performance, prudence, and management audits and strategic advice regarding governance, management structures and performance, operations, management processes, contract development and form, project and program management, project controls, contract administration, claims avoidance and others. She has testified as an expert witness in numerous proceedings including federal and state courts, public utility rate hearings, and domestic and international arbitrations (see arbitration experience below). She holds a certificate of Director Education by the National Association of Corporate Directors and has served on a number of private and non-profit boards. She lectures and presents seminars on leadership, standard of care, engineering education, contract administration and project controls. Dr. Galloway has been retained as a keynote speaker and in-house trainer via webinars by both private and

public corporations, government agencies and numerous professional society organizations. Dr. Galloway is also a blog writer for Engineering News Record discussing current trends, challenges and hot topics in the construction industry. She is regularly consulted by Universities regarding curriculum, engineering and construction management, women in engineering, mentoring and skill sets needed to succeed in the 21st century.

Dr. Galloway has assisted and been actively involved in developing and evaluating corporate-wide enterprise risk management programs for multinational companies around the world. Dr. Galloway's risk management experience also includes project risk identification, assessment and analysis, trend evaluations and risk reduction plans for public and private owners and contractors in the power, process, oil and gas, transportation, infrastructure, and building sectors. She has written and lectured extensively on the subject of risk management and has served as an in-house instructor on risk management. She has served as an advisor to multiple Owner and Contractor clients including board audit and compliance committees and has served as a member of various risk management assessment and independent review panels (IRP), including her appointment by both the Governors of Washington and Oregon to the IRP for the Columbia River Crossing Project.

Dr. Galloway is an internationally recognized leader in the civil engineering and construction arena. Dr. Galloway served as the first woman President of the American Society of Civil Engineers (ASCE), and is currently a board member and sits on the Executive Committee of the U.S. National Science Board, appointed by President Bush with Senate confirmation in 2006 for a six-year term. In addition, she served as Vice Chair of the U.S. National Science Board from 2008 to 2010. As a leader in the field of engineering and construction, she is regularly consulted by private and public organizations, government entities, and international investment banks on trends in the industry, the media regarding current topics and events, universities seeking input on university curricula, mentor programs, engineering education, research and diversity issues, and professional societies relative to topics of interest to its membership. Her achievements have been highlighted in ADR Perspectives, Time magazine, CNN Lou Dobbs, Discovery Channel, Engineering News Record, and Federal Technology Watch. In addition to her appointment as Vice Chair to the National Science Board, she also serves on the Eastern Washington Governor's Business Advisory Council and the Discovery Science Channel's Board of Advisors. She has also served on the Purdue University Engineering Dean's Advisory Council. Dr. Galloway has been recognized by her peers and is an elected member to the National Academy of Construction, the Pan American Academy of Engineering, and the position of Fellow in several professional organizations.

Dr. Galloway has also served as a facilitator for workshops and as an instructor in several forums such as seminars and courses for private and public entities. She is currently a visiting professor at the Kochi University of Technology (KUT) in Kochi, Japan and has served as a guest professor lecturer at multiple universities including: the University of Wisconsin; Harbin University of Technology in Harbin, China; the University of Bologna, Italy; the Old Masters Program at Purdue University; University of British Columbia and the West Virginia's University Center for Women's Studies Programs.

Prior to joining Pegasus-Global, Dr. Galloway was the Chief Executive Officer and principle of The Nielsen-Wurster Group Inc. (Nielsen-Wurster), an international management consulting firm specializing in management consulting, risk management and dispute resolution. Her dispute resolution engagement experience includes projects throughout the world: refineries, offshore platforms, oil depots, LNG facilities, petrochemical plants, gas pipelines and compression modules, power plants (wind, nuclear, fossil fuel, gas-fired, combined-cycle, hydroelectric, waste-to-energy), hotels, casinos, stadiums, commercial offices, hospitals, universities, civic and convention centers, parking garages, process plants, wastewater treatment plants, landfills, airports, highways, bridges, tunnels, mass transit, railroads, port facilities, dams, bulk pharmaceutical plants, manufacturing and other projects.

She was also the Chief Executive of Nielsen-Wurster Asia-Pacific, a Nielsen-Wurster subsidiary corporation, which was located in Melbourne, Australia. In addition Dr. Galloway had served as President of another

Nielsen-Wurster subsidiary Nielsen-Wurster ESB, a joint venture with the Electricity Supply Board of Ireland that specialized in power plant maintenance software.

Before joining Nielsen-Wurster, Dr. Galloway was employed by CH2M Hill assigned to the \$1.6B Milwaukee Water Pollution Abatement Program (MWPAP). Her responsibilities at CH2M Hill on the MWPAP included preparation of project management training courses, project controls including estimating and critical path scheduling and tunnel inspection, being the first woman tunnel inspector in Wisconsin. In her last role at the MWPAP as the Master Program Scheduler her responsibilities included the preparation and updating of the Program Master Schedule, coordination of all project schedules, involvement with cost engineering functions, preparation of all program / project schedule progress reports for public and client presentations and monitoring compliance with court orders imposed on the Program. Other activities at the MWPAP included authoring a scheduling manual; preparation of bid documents, on-site tunnel inspection and coordination of a project manager's training series.

Registrations / Certifications

- Professional Engineer in the following US locations:
 - Arizona # 16978
 - Colorado # 28566
 - Florida # 44498
 - Georgia # 031939
 - Kansas # 19495
 - Kentucky # 17690
 - New Hampshire # 12184
 - New Jersey # GE-29321
 - New York # 060684-1
 - Ohio # 72520
 - Pennsylvania # PE-046146-R
 - Washington # 28262
 - Wisconsin # 21786-006
 - Wyoming # PE-4974
- Professional Engineer in the following global locations:
 - Australia, Institute of Engineers, CPEng # 1194740
 - Canada, Province of Manitoba # 15061
- International Registry of Professional Engineers in the discipline of Civil Engineering, Construction Management by the United States Council for International Engineering Practice (USCIEP) # 131
- Certified Examiner, National Council of Examiners for Engineering and Surveying (NCEES) # 12046
- Certificate of Director Education, NACD
- Certified Project Management Professional (PMP) # 0012-84
- Certified Forensic Claims Consultant (CFCC)
- Professional Member of the Royal Institution of Chartered Surveyors, Faculties of Project Management and Risk Management (MRICS)
- Private Pilot

Arbitration Experience/ DRB Panel Memberships

- Member of the ICDR Panel of Arbitrators
- Member of the AAA Commercial, Construction, and Large Complex Case Panels of Arbitrators
- Member of the AAA Board of Directors
- Member of the AAA National Construction Dispute Resolution Committee (NCDRC)
- Member of the Association for International Arbitration (AIA) Panel of Arbitrators
- Member of Arbitral Women (UK)
- Member of Dispute Resolution Board Foundation (DRBF) Panel
- Member of Caltrans DRB Panel

Dr. Galloway serves as an arbitrator with the American Arbitration Association on its Commercial and Construction panel; is a member of the International Center for Dispute Resolution Panel; is a member of

the AAA National Construction Dispute Resolution Committee (NCDRC); and serves as a member of the AAA Board of Directors. She is also a member of the AIA and Arbitral Women (UK) arbitration panel and a member of the Dispute Resolution Board Foundation (DRBF). She has served as a sole arbitrator, Chair and member of three-member panels arbitrating a large number of disputes involving commercial and construction issues of private and governmental facilities in the energy, process, and building industries with claims ranging from US \$100,000 to US\$100 million. Dr. Galloway has also served as both a consulting and testifying expert in numerous domestic (AAA) and international arbitration forums (International Chamber of Commerce (ICC) arbitrations, UNCITRAL, SAIC, London), with disputes ranging from US\$1 million to US\$6 billion.

Directorships

For-Profit Boards

- Pegasus Global Holdings, Inc., 200-Present
- Unionville Vineyards (Partner), 1986-2008
- The Nielsen-Wurster Group, Inc., 1984-2008
- Nielsen-Wurster Asia-Pacific Pty. Ltd., 2001-2008
- Unionville Aviation, 1987-2005
- Nielsen-Wurster ESB 1986-19889

Non-Profit Boards

- Life Support, 2010-Present
- American Arbitration Association, 2009-Present
- National Science Board, 2006-Present
 - Vice Chair, 2008-2010
 - Executive Committee, 2010-Present
 - Chair, 60th Anniversary Committee, 2008-2010
 - Sustainable Energy Task Force Committee, 2007-2009
 - Audit & Oversight Committee, 2006-2008
 - Polar Research Committee, 2006-2008
 - Committee on Strategy & Budget, 2006-2008
 - International Task Force Committee, 2006-2008
- Pan American Academy of Engineering, 2006-Present
- Order of the Engineer, National Board of Governors, 2004-2008
- Project Management Institute, College of Scheduling, 2003-2006
- American Society of Civil Engineers, 1992 - 1995, 2002-2005
- American Society of Civil Engineers Foundation, 2002-2005
- Construction Institute, 2004-2005
- Civil Engineering Research Foundation (CERF), 2002-2004
- Purdue University Engineering Alumni Board, 2991-2001
- Hoover Medal Award Board, 1996-1999

Advisory Boards / Committees

- Independent Review Panel for Columbia River Crossing Project, 2010
- Discovery Channel, Science Channel Board of Advisors, 2009 – Present
- Eastern Washington Governor's Business Advisory Council, 2007-Present
- Construction Industry Institute Advisory Board, 2006-2009
- Construction Superconference Advisory Board, 2007-Present
- American Society of Civil Engineers Industry Leadership Council, 2008-Present

- University of Nebraska Charles W. Durham School of Architectural Engineering and Construction Academic Review Team, 2009
- Purdue University Dean's Advisory Council, 2004-2007
- Engineers for a Sustainable World, Member of Advisory Board, 2003-2007
- National Science Foundation Engineering Directorate Advisory Committee, 2004-2006
- National Science Foundation International Directorate Advisory Committee, 2006
- Civil Engineering Research Foundation (CERF), Member of Corporate Advisory Board, 2001-2005
- Project Management Institute, Publications Advisory Board, 1991-1993
- Extraordinary Women in Engineering Project, 2004-2009

Editorial Boards

- ASCE Journal of Legal Affairs and Dispute Resolution Board, 2009-Present

Awards and Honors

- ASCE 2010 *Journal of Legal Affairs and Dispute Resolution in Engineering and Construction* Best Scholarly, Feature, Case Study Paper Award for "Design Build/EPC Contractor's Heightened Risk – Changes in a Changing World", July, 2010
- *National Society of Professional Engineers*, Member Spotlight, Fall, 2010
- *New York Institute of Technology Magazine*, Summer 2010, Volume 8, Number 3, Cover and Feature Article, "Top of Their Game"
- *Flynn's Harp*, July 21, 2010, Feature Article, "Is Gulf Spill Oil Industry's Three Mile Island?"
- National Association of Professional Executive Women (NAPEW) "Woman of the Year" in Prudence Audit Consultation, 2008
- G. Brooks Ernest Award, Cleveland (Ohio) Chapter of ASCE, 2007
- Engineering Excellence and Leadership Award, George Mason University, 2007
- CSI Michelangelo Award Panel of Judges, 2006 - 2007
- Pan American Academy of Engineering, 2006
- Sigma Kappa Colby Award, 2006
- "Who's Who in America," Edition 59, 2005
- Key Women in Energy-Global Awards, Energy Leaders Council, 2005
- National Academy of Construction, 2005
- "Who's Who of American Women," 2004 – present (listed since 1983)
- "Who's Who in the World," 2004- present
- "Who's Who in Science and Engineering," 2002-present (listed since 2002)
- YWCA Tribute to Women Honoree, 2004
- Society of Women Engineers' Upward Mobility Award, 2003
- Kentucky Governor's Award-Kentucky Colonel, 2004
- Lafayette High School Hall of Fame, Inducted 2001
- National Academy of Engineering: Celebration of Women, 2000
- White House Commission: 2000 Design Award, 1999
- Professional Leadership Award, National Professional Women in Construction, 1995
- Purdue University Distinguished Engineering Alumni Award, 1991
- Mercer County Engineer of the Year Award, 1990
- White House Fellowship Regional Finalist, 1990
- Glamour Magazine's Ten Outstanding Young Working Women for 1988
- Somerset County's Outstanding Women in Business and Industry, October 1987
- "Who's Who in America's Emerging Leaders," 1987 - Present
- Engineering News Record, "Top Women in Construction," October 1986

- “Distinguished New Engineer,” Society of Women Engineers, 1980

Education and Courses

Education

- Ph.D., Infrastructure Systems (Civil) Engineering, Kochi University of Technology, Kochi, Japan
- M.B.A., New York Institute of Technology, New York, Magna cum Laude
- B.S., Civil Engineering (double major in Structures and Construction Management), Purdue University, West Lafayette, Indiana

Arbitration Training

- Managing the ICDR Guidelines on Information Exchange, (ICDR)
- Chairing the ICDR International Arbitration Tribunal, (ICDR)
- Pro Se: Managing Cases Involving Self-Represented Parties, (AAA)
- Arbitrator Ethics and Disclosure, (AAA)
- Chairing an Arbitration Panel: Managing Procedures, Process & Dynamics, (AAA)
- Arbitration Awards: Safeguarding, Deciding & Writing Awards, (AAA)
- International Training for Dispute Resolution, International Symposium in Advanced Case Management Issues, (AAA)
- Arbitrator II Training: Advanced Case Management Techniques, (AAA)
- Construction Industry Arbitrator Workshop, (AAA)
- The Dispute Review Board Administration and Practice Workshop, The Dispute Review Board Foundation
- Caltrans, CA Dispute Review Board Administration and Practice Workshop

Languages

Spanish - conversational / good understanding of written word

Industry/Academic Research

- National Research Council (NRC) Committee for Advancing the Productivity and Competitiveness of the U.S. Construction Industry Workshop, 2008 – 2009
- Construction Industry Institute Research Team RT 260-Reimbursable Contract –Co-Chair, 2008 – Present
- Kochi University of Technology, Doctorial Dissertation, Engineering Education Reform, 2005

Webinar Instructor

- American Arbitration Association
- Project Management Institute College of Scheduling
- Engineer Your Life

Authored Books/Forwards/Chapters

- Galloway, Patricia D., *The 21st Century Engineer: A Proposal for Engineering Education Reform*, ASCE Press, Reston, VA American Society of Civil Engineers, 2007
- Forward to Kusayanagi, S.; Niraula, R.; and Hirota, Y., *Principles and Practice of International Construction Project Management*, EIKO-SHA, Tokyo, Japan, 2009
- Forward to Williams, F. Mary and Emerson Carolyn J., *Becoming Leaders*, ASCE Press, Reston, VA, American Society of Civil Engineers, 2008
- Forward to Hatch, Sybil E., *Changing our World: True Stories of Women Engineers*, ASCE Press, Reston, VA, American Society of Civil Engineers, 2006

- “Anticipating Problems: Project Risk Assessment and Project Risk Management”, co-authored with K. Nielsen, Chapter 6, *Collaboration Management, New Project and Partnering Techniques*, edited by H. Schaughnessy, John Wiley & Sons 1994

Memberships

- American Society of Engineering Education (ASEE)
- American Nuclear Society (ANS)
- American Society of Civil Engineers (Fellow) (ASCE)
 - Past President, 2004 - 2005
 - National President, 2003 - 2004
 - National President-Elect, 2002 - 2003
 - International Director of the Board, August 1992 - 1995

Board Activities

- Society Awards Committee, 2004 - 2009
- Chair, Past Presidents Council, 2004 - 2005
- Chair, Executive Compensation Committee, 2004 - 2005
- Executive Committee Liaison to the Construction Institutes Board of Directors, 2003 - 2005
- Chair, Membership Committee, 2001 - 2002
- Member, Communications Committee, 2000 - 2002
- Member, Committee on Strategic Initiatives, 2000 - 2001
- Chair, Task Committee on Women in Civil Engineering, 1998 - 2000
- Member, Engineers Joint Contract Documents Committee, 1999 - 2000
- Member, ASCE Hoover Medal Board of Award, 1996 - 2000
- Member, Finance Committee, 1997 - 1999
- Chair, International Activities Committee, 1994 - 1997 (Member 1992 - 1999)
- Member of the Membership Committee, 1994 - 1996
- Member, Long Term Strategic Planning Committee, 1994 - 1995
- Chair, Audit Committee, 1994 (Member 1993 - 1994)
- Member, Visioning Task Force Committee, 1993 - 1994
- Chair, New York Convention, 1992
- Member, Teller's Committee, 1991
- Vice Chair, Orlando Convention Committee, 1990

Professional Activities Committee (PAC)

- Co-chair, Engineer 2025 Summit, “Summit on the Future of Civil Engineering,” June 2006
- Member, Committee on Conventions and Conferences, 1988 - 1991
- Chair, Sessions Committee on Professional Activities, 1988 - 1990
- Member, Engineering Management Committee, 1986 - 1990

Technical Activities Committee (TAC)

- Member, Professional Construction Management Committee, 1978 - 1989
- Member, Committee on Underground Tunneling, 1983 - 1986
- Subcommittee Chair, Professional Construction Management Committee, 1978 - 1985
- Session Moderator, ASCE National Spring Convention, May 1983 (Philadelphia)
- Session Moderator, ASCE National Spring Convention, May 1981 (New York)
- Co-chair, Specialty Conference on “Reduced Liability through Better Inspection and Specifications,” San Diego, February 1981
- Member, National Inspection Committee, 1979 - 1981
- Member, National Specifications Committee, 1979 - 1981

Local Section Activities

DR. PATRICIA D. GALLOWAY

- District 1 Council, Zone I, New Jersey Section Representative, 1995 - 2001
- New Jersey Section Strategic Planning Subcommittee Chair, 1996 - 1999
- Wisconsin Section, Student ASCE Club Advisor to the Milwaukee School of Engineering, October 1978 - July 1981
- Association for the Advancement of Cost Engineering International (Fellow) (AACEI)
 - Chair, National Committee-Women in Project Controls, 2004 - 2005
 - Member, National Planning and Scheduling Committee, 2003-present
 - Member, Executive Director Search Committee, 2009-present
- Chi Epsilon (National Civil Engineering Honor Society)
- Construction Institute
- Construction Management Association of America (CMAA)
- Construction Industry Institute
 - Corporate Advisory Board Member, 2007 – Present
 - Strategic Planning Committee-2009-Present
- Dispute Review Board Foundation
- Institution of Civil Engineers, United Kingdom (Fellow) (ICE)
- Institution of Engineers - Australia (Fellow)
- Extraordinary Women Engineers Project
 - Chair, National Steering Committee, 2003 - 2006
 - Member of Advisory Board, 2007 - Present
- Japan Society of Civil Engineers (JSCE)
- National Academy of Construction
- National Association of Corporate Directors
- National Council of Examiners for Engineering and Surveying (NCEES)
- National Society of Professional Engineers (NSPE)
- Order of the Engineer, 1978 - Present
- Pan American Academy of Engineers
- Project Management Institute (PMI)
 - Speaker and Instructor Bureau, 1990 - Present
 - Chair, 3rd International College of Scheduling Conference, Orlando, Florida, April 2006
 - Chair, Board of Directors, College of Scheduling, 2003 - 2006
 - Chair, 2nd International College of Scheduling Conference, Scottsdale, Arizona, May 2005
 - Chair, International College of Scheduling Conference, Montreal, Canada, April 2004
 - Member, Publications Advisory Board, 1991 - 1993
- Society for Social Management Systems
 - Chair, 2006 - Present
- Society of Petroleum Engineers
- Society of Women Engineers
 - New York Section President, 1982 - 1983
 - National Committee Chair for Headquarters Site Study, 1982 - 1983
 - National Committee Chair for Teller's Committee, 1981 - 1982
 - Wisconsin State President, 1980 - 1981
 - Wisconsin State Secretary, 1979 - 1980
- Tau Beta Pi (Honorary Member)
- Women in Engineering Programs & Advocates Network (WEPAN)
 - Mentor for Women College Engineering Students
- World Federation of Engineering Organizations (WFEO), 2004 - 2008
 - ComTech Committee Vice President, 2004 - 2007
 - US Representative to WFEO, 2006

DR. PATRICIA D. GALLOWAY

- Member of WFEO President's Advisory Board, 2006
- Co-Chair, World Summit on Women in Science, Engineering and Technology, November 2006

Technical Papers and Presentations

Dr. Galloway is a prolific writer and world renowned speaker having authored over 120 papers, 30 peer-reviewed journal articles and nearly 200 public speaking (including over 35 keynote addresses) engagements regarding leadership, corporate governance, ethics and professionalism, communication, risk management, dispute resolution, contract administration, program and project management, project controls, women in engineering and other topics (*see attached Technical Papers and Presentations*). Dr. Galloway has also been featured in many international publications:

- Curiosity Project, Discovery Channel, Screening in 2011
- TouchStone International Learning Management System, Online English Teaching Program, February 2010
- Interview with Patricia D. Galloway, *ADR Perspectives*, February 2010
- *Federal Technology Watch*, "Interview with National Science Board Vice Chair", January 26, 2009
- Profile of Patricia Galloway. Hatch, Sybil, *Changing Our World: True Stories of Women Engineers*, American Society of Civil Engineers, 2006
- "Building a Better Role Model", Continental Airline's *In-Flight Magazine*, November 2005 Issue
- Bad Idea. You'll Flunk Out. *Time Magazine*, Science Section, First Person: Pat Galloway, Authored by Deirdre Van Dyk, March 7, 2005 Issue
- America's Infrastructure, Live Media Radio and Television appearances in over 25 cities across the United States, October 2004
- *Engineering Marvels-Seven Modern Engineering Wonders of the World*, Co-host to ABC / Discovery Channel Television Series, April, 2004
- "Going International: Profit or Peril?" Interview with Patricia D. Galloway, Executive Vice President, The Nielsen Wurster Group, Inc., *Worldwide Projects*, Spring 1993

Program/Project Risk Management

Invited and Keynote Presentations

- Keynote Address "Role, Responsibility and Risk Considerations of the Engineer Regarding Sustainability", Florida Engineering Society Annual Meeting, Naples, Florida, August 8, 2008
- Keynote Speaker, "Engineer, Contractor and Owner Risk in Constructed Projects," Wisconsin Transportation Builders Association WISDOT Contractor Engineer Conference, Madison, Wisconsin, January 31, 2008
- Keynote Address, "How Leaders Should be Viewing Risk Today," CII Annual Conference, Orlando, Florida, August 1, 2007
- Keynote Address, "Risks and Liabilities in Specifying HDPE Pipe," Mountain States Concrete Pipe Association 5th Annual Concrete Pipe Seminar, Illinois, February 28, 2007
- Keynote Address, "Engineer, Contractor and Owner Risk in Constructed Projects," Wisconsin Transportation Builders Association WISDOT Contractor Engineer Conference, Madison, Wisconsin, January 31, 2007
- Keynote Address, "Risks and Liabilities in Specifying HDPE Pipe," Mountain States Concrete Pipe Association 5th Annual Concrete Pipe Seminar, Salt Lake City, Utah, October 26, 2006
- Keynote Address, "Risks and Liabilities in Specifying HDPE Pipe," American Concrete Pipe Association Fall Short Course, Charlotte North Carolina, October 16, 2006

Publications

- "Design-Build/EPC Contractor's Heightened Risk - Changes in a Changing World" *Journal of Legal Affairs and Dispute Resolution*, American Society of Civil Engineers, February 2009, Volume 1, Number 1."

DR. PATRICIA D. GALLOWAY

- Risk Based Processes that Assure Anti-Corruption Processes and Promote Transparency and Governance in Resource Extraction Industries, co-authored with Kris Nielsen, International Conference on Infrastructure Development and the Environment, Abuja, Nigeria, September 10 - 15, 2006
- "Risk Management-Now More Than Ever", Published Proceeding, World Engineers' Congress, Session C2. Sustainable Development of Mega-cities on Model of Transportation Structure, Model of Public Transportation First and so on, Shanghai, China, November 2 - 5, 2004
- Basic Project Execution Risk Management, co-authored with J. Dignum, Proceedings, North American Tunneling 2002 Conference, Seattle, Washington, May 18 - 22, 2002
- Risk Management Analysis Techniques for Projects With Significant Environmental Issues, co-authored with K. Nielsen, Proceedings, ASCE-SAS Second Regional Conference and Exhibition, Beirut, November 16 - 18, 1995
- "Project Risk Management-A Necessity for Today's Engineered Projects", Proceedings of the American Society of Civil Engineers Saudi Arabia Section First Regional Conference and Exhibition on Advanced Technology in Civil Engineering, Manama, Bahrain, September 18 - 20, 1994
- "Anticipating Problems: Project Risk Assessment and Project Risk Management," Co-authored with Kris Nielsen, Chapter 6, "*Collaboration Management, New Project and Partnering Techniques*," edited by H. Shaughnessy, John Wiley and Sons 1994
- Project Risk Management-Achieving Goals, co-authored with K. Nielsen, Proceedings, 11th INTERNET World Congress on Project Management, Florence, Italy, June 16 - 19, 1992

Conference Presentations / Teaching / Instruction

- Design-Build/EPC Contractor's Heightened Risk - Changes in a Changing World, Canadian Society of Civil Engineering Conference, May 30, 2009
- Role, Responsibility and Risk Considerations Of the Engineer Regarding Sustainability Florida Association of County Engineers and Road Superintendents, Doral, Florida June 26, 2008
- "The 21st Century Engineer", Seminar to the Civil Department, Civil Department Advisory Committee and to the Engineering Department, University of British Columbia (UBC) Vancouver, British Columbia, Canada, May 1, 2008
- Viewing Risks and Liability in Light of Sustainability, The Environment and Critical Infrastructure, IBTTA Facilities Management Conference, Orlando, Florida, April 29, 2008
- Role Responsibility and Risk Considerations for the Engineer Regarding Sustainability, Kentucky American Concrete Pipe Association Conference, Louisville, Kentucky, October 5, 2007
- How Leaders Should be Viewing Risk Today, AES Global Engineering & Construction Conference, San Francisco, California, September 18, 2007
- "Risks and Liabilities in Specifying HDPE Pipe", American Concrete Pipe Association Fall Short Course, San Antonio, Texas, October 13, 2006
- Risk Based Processes that Assure Anti-Corruption Processes and Promote Transparency and Governance in Resource Extraction Industries, International Conference on Infrastructure Development and the Environment, Abuja, Nigeria, September 10 - 15, 2006
- Basic Project Execution Risk Management, North American Tunneling 2002 Conference, Seattle, Washington, May 18 - 22, 2002
- Panelist, "Using Risk Management Techniques to Improve the Return on Investment," The Global Construction Superconference, London, United Kingdom, November 5 - 6, 2001
- Presenter, "Risk Assessment & Management," Foster Wheeler Law Department Conference, Warren, New Jersey, October 23 - 24, 2001
- The Industry Forum for Contractors, Owners and Their Attorneys, "The Nielsen-Wurster Group Examines the Risks That Must be Recognized and Managed by Owners and Contractors in a Lump Sum, EPC Project," prepared by William K. Kerivan, presented by Patricia D. Galloway and Marianne C. Ramey, The 14th Annual Construction Industry Networking Nirvana, The Millennium Construction Superconference, The Fairmont Hotel, San Francisco, California, December 9 - 10, 1999

DR. PATRICIA D. GALLOWAY

- Managing the Unknowns in Restarting Projects, Inter-Pacific Bar Association Ninth Annual Meeting and Conference, Shangri-La Hotel, Bangkok, Thailand, April 30 - May 4, 1999
- Panel Moderator, "Dealing with Risks on Nuclear Waste Sites," The Environmental Superconference, Washington, D.C., April 28 -29, 1999
- Panel Moderator, "Minimizing Risk in Design / Build Projects," Construction Superconference, San Francisco, California, December 10 - 11, 1998
- In-House Training Seminar, "Project Risk Management," Panama Canal Commission, Panama, March 9 - 12, 1998
- Co-presenter, "Panel of Experts-Specific Risks to Consider," World Conference on Construction Risk III, Paris, France, April 25 - 26, 1996
- Risk Management Analysis Techniques for Projects With Significant Environmental Issues, ASCE-SAS Second Regional Conference and Exhibition, Beirut, November 16 - 18, 1995
- Co-presenter, "Panel of Experts-Specific Risks to Consider," World Conference on Construction Risk II, Singapore, October 5 - 6, 1995
- Project Risk Management-A Necessity for Today's Engineered Projects, ASCE-India Section, Calcutta, India, January 30, 1995
- Co-presenter, "Construction Management and Administration, Construction Claims and Project Risk Management," In-House Training Seminar, Pt. Wijaya Karya, Jakarta, Indonesia, January 23 - 27, 1995
- "New Risks with CPM Scheduling- Tricks of the Trade", Nielsen-Wurster Seminar on Emerging Risks in Construction: How to Minimize, Manage and Avoid Disputes, New Orleans, Louisiana, May 10 - 12, 1995; Indian Wells, California, October 19 - 21, 1994
- "A New Game Plan for Intelligent Risk Identification / Allocation, Charting the Course to the Year 2000-Together!", DART, Hyatt-Lexington, Lexington, Kentucky, October 16 - 19, 1994
- Project Risk Management-A Necessity for Today's Engineered Projects, Tarumanagara University, Jakarta, Indonesia, May 2, 1994
- Co-presenter, "Project Risk Management," Panama Canal Commission, Panama, April 20 - 22, 1994
- International Construction Law-Opportunities and Risks in the '90s, The American Bar Association Forum on The Construction Industry, Stouffer Mayflower Hotel, Washington, D.C., November 5 - 6, 1992
- Project Risk Management-Achieving Goals, 11th INTERNET World Congress on Project Management, Florence, Italy, June 16 - 19, 1992
- Co-chairman, Moderator, "Reducing Risks and Liability through Better Specifications and Inspection," ASCE Specialty Conference, San Diego, California, Spring 1981

Management / Prudence / Performance Audits

Publications

- "Leadership and Risks during a Global Financial Crisis" co-authored with K. Nielsen and J. Dignum, *The Fifth Civil Engineering Conference in the Asian Region (CECAR5)*, Sidney, Australia, August 9-11, 2010
- "New Day for Prudence" co-authored with K. Nielsen and Charles W. Whitney, *Public Utilities Fortnightly*, December 2009
- "Design-Build/EPC Contractor's Heightened Risk-Changes in a Changing World", *Journal of Legal Affairs and Dispute Resolution*, American Society of Civil Engineers, February 2009, Volume 1, Number 1."
- "The Ubiquitous Requirement of Performing to High International Standards", co-authored with K. Nielsen, published Proceedings, The Second Civil Engineering Conference in the Asian Region, Tokyo, Japan, April 16 - 18, 2001
- "Combining PURPA, Prudence and Avoided Cost Rate Design; A New Cost Engineering Environment", co-authored with K. Nielsen, Proceedings, American Association of Cost Engineers 9th Annual Mid Winter Symposium Transactions, San Francisco, California, February 1987. Reprinted, *Cost Engineering*, Volume 31, No. 1, page 16, January 1989

DR. PATRICIA D. GALLOWAY

- “The 5-Year Living Schedule”, co-authored with R. Cochran, American Association of Cost Engineers Annual Convention, Atlanta, Georgia, June 1987
- “Preparing for the Utilities' Future-Managing the Prudence Issues”, co authored with K. Nielsen, *Electric Potential*, Volume 2, No. 4, July - August 1986
- “Utilities Forced Delays-Controllable or Uncontrollable”, co-authored with K. Nielsen, Proceedings, American Association of Cost Engineers Annual Convention, Chicago, Illinois, June 1986
- “Preparing for Utilities Future-An 'Attack Plan' for Minimizing Disallowable Costs In Outage and Future Capital Construction”, co-authored with K. Nielsen, American Association of Cost Engineers, 8th Annual Mid-Winter Symposium Transactions, New Orleans, Louisiana, February 1986; Project 2, 5th Annual Outage Symposium Proceedings, Cambridge, Massachusetts, May 1986
- “Utility Prudence Time Impact Evaluation”, American Association of Cost Engineers Annual Convention Transactions, Denver, Colorado, July 1985
- “The Prudence Management Audit: A New Challenge For the Civil Engineer”, co-authored with K. Nielsen, American Society of Civil Engineers Spring Convention, Denver, Colorado, April 1985
- Performance Audits, co-authored with D. Law, Proceedings, Project Management Institute Symposium, Toronto, Ontario, Canada, October 1982

Conference Presentations / Teaching / Instruction

- Deutsche Bank “Road Show”, London, U.K., June 8 – 12, 2010
- Deutsche Bank “Road Show” London, U.K., April 20 – 24, 2009
- Utilities Serving Our Needs: US Experience in Serving Its Communities, National Engineering Forum-Energy, Water and Telecommunications, Cooma, NSW, Australia, April 21, 1999
- Panel Moderator, "The Multi-Billion Dollar Issue Facing the Nuclear Power Industry: Decommissioning Versus Life Extension," The Future of the US and International Environmental Industry, Washington, D.C., November 10 - 12, 1997
- Co-presenter, "Electric Utility Capital Project Prudence Issues," National Association of Regulated Utility Commissioners Annual Meeting, Hartford, Connecticut, May 1985
- Co-presenter, "Prudence Concepts," American Association of Cost Engineers, Ramapo Section, April 1985
- Performance Audits, Project Management Institute Symposium, Toronto, Ontario, Canada, October 1982

Program/Project Management

Publications

- “Engineer's Liability Considerations in Specifying Corrugated High Density Polyethylene (HDPE) Pipe”, *Journal of Professional Issues in Engineering Education & Practice* American Society of Civil Engineers, January 2008
- Managing Risks on Defense Projects Using CPM Scheduling, co-authored with Ed Blow, Scheduling The Next Generation: Third PMI College of Scheduling Conference, Orlando, Florida, April 23 - 26, 2006
- “CPM Scheduling - How Industry Views Its Use, Cost Engineering”: *The AA CE International Journal of Cost Estimation, Cost / Schedule Control, and Project Management*, January 2006
- “Is Our Perspective Truly Global?” American Society of Civil Engineers, *ASCE News*, April 2004
- “CPM Scheduling-Its Importance in Monitoring and Demonstrating Construction Progress”, published proceedings, Japan Society of Civil Engineers, JSCE First International Symposium on Construction and Project Management-Human Resources Development under Globalization, Tokyo, Japan, October 16 - 17, 2003
- Privatization and the Use of IVHS in the 1990s, Proceedings, ASCE Transportation Conference on IVHS, co-authored with K. Nielsen and M. Ramey, San Diego, California, October 1995
- The Utilization of Computer Technology in the Presence of Evidence, co authored with Pamela Moon, La Gestion de los Asuntos Mercantiles en los Juzgados de Primera Instancia, Madrid, Spain, October 26, 1994

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- “CPM Schedule Delay: Window Analysis, Concurrency, and Proof”, co authored with K. Nielsen and M. Ramey, Nielsen-Wurster Seminar on Emerging Risks in Construction: How to Minimize, Manage and Avoid Disputes, New Orleans, Louisiana, May 10 - 12, 1995; Indian Wells, California, October 19 - 21, 1994
- International Contract Administration Issues: Project Documentation, Dispute Proofs, Programmes, Productivity, co-authored with K. Nielsen, IDLI Conference, Rome, Italy, December 12, 1991
- “Delivering a Successful Project, Proceedings, Civil Engineering International Conference on Asian Infrastructure”, Sustainable Development and Project Management, Manila, Philippines, February 19 - 20, 1998
- “Defining Scheduling”, The Nielsen Wurster Group Construction Dispute Proofs Seminar Handbook, Conference, New Orleans, Louisiana, 1988 and 1989; Seattle, Washington, 1987; Lake Buena Vista, Florida, May 18 - 20, 1983; Minneapolis, Minnesota and Denver, Colorado, April 1984; Tampa, Florida and Boston, Massachusetts, May 1984
- Preparing a Project Control Specification, co-authored with K. Nielsen, Proceedings of Eleventh Annual PROJECT / 2 Utility Users Group Conference, Birmingham, Alabama, November 17 - 19, 1986
- Failure Proof Your Projects, co-authored with K. Nielsen, Consulting Engineer, June 1985
- “Scheduling the Super Projects, preprint, Engineering and Construction Projects, The Emerging Management Roles”, ASCE Specialty Conference, New Orleans, Louisiana, March 17 - 19, 1982
- “Schedule Control for CPM Projects”, co-authored with K. Nielsen, *Journal of the Construction Division*, Proceedings of the Society of Civil Engineers, Volume 107, No. CO2, June 1981

Conference Presentations / Teaching / Instruction

- “Managing Your Projects to Minimize Disputes”, Lecture, Construction Management School, Central Washington University, November 9, 2009
- “Trends in the Construction Industry” to the U.S. Law Firm Group Construction Committee, Buffalo, NY, October 23, 2009
- Design-Build Contracting in a Changing World, CH2M Hill in-house design-build conference, Denver, CO, October 10, 2008
- Reading Between the Pipes IKO Concrete Pipe Association, Kentucky, June 27, 2008
- Mega Projects - A Primer for Finance (or How Can Finance Help Improve Results) Nexen Finance Forum Scottsdale, AZ - Co-presentation with Jack Dignum February 19, 2008
- Managing Risks on Defense Projects Using CPM Scheduling, Scheduling The Next Generation: Third PMI College of Scheduling Conference, Orlando, Florida, April 23 - 26, 2006
- CPM Scheduling and How the Industry Views Its Use, Association for the Advancement of Cost Engineering International's 49th Annual Meeting, New Orleans, Louisiana, June 26 - 29, 2005
- Speaker, "CPM Scheduling - How Industry Views its Use," Second Annual PMI College of Scheduling Conference, Scottsdale, Arizona, May 22 - 24, 2005
- CPM Current Trends in Education: A Comparative Study Between Europe, Asia and North America, On the Road to Better Scheduling-PMICOS Conference, Montreal, Canada, April 25 - 28, 2004
- PMI Scheduling Practice Standard Panel, On the Road to Better Scheduling-PMICOS Conference, Montreal, Canada, April 25 - 28, 2004
- Moderator, "The Impacts to Public Contracting in a Post 9 / 11 Environment," Luncheon Panel, Construction Super Conference, San Francisco, California, December 2003
- CPM Scheduling, Visiting Professor, Special Lecture Series, Kochi University of Technology, Kochi, Japan, November 22, 2003
- Mission of the Civil Engineer in the Movement of Globalization, Michigan Tech University, Houghton, Michigan, January 16, 2003
- Moderator, "Conception to Birth of a Project," Infrastructure 2000, San Francisco, California, June 7, 2000
- Harmonizing Japanese and US Practices for Effective Project Management, Taisei Corporation M.I.T. Conference, Tokyo, Japan, November 1, 1996

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- Employing Effective Project Management to Achieve Project Success, Taisei Corporation P.M. Conference, Tokyo, Japan, October 31, 1996
- "Tricks of the Trade New Uses and Misuses of CPM Scheduling", BCQS Project Managers Chartered Quantity Surveyors, The Nielsen-Wurster Group Construction Management Consultants, Whitman Breed Abbott & Morgan Construction Attorneys' Seminar on Controlling Construction Risk and Conserving Your Cash, Radisson Hotel, Grand Cayman Islands, February 26, 1996
- Privatization and the Use of IVHS in the 1990s, ASCE Transportation Conference on IVHS, San Diego, California, October 1995
- Co-presenter, "Construction Scheduling: Preparation, Liability, Claims and Damages," Panama Canal Commission, June 12 - 16, 1995
- The Utilization of Computer Technology in the Presence of Evidence, co authored with Pamela Moon, La Gestion de los Asuntos Mercantiles en los Juzgados de Primera Instancia, Madrid, Spain, October 26, 1994
- "CPM Schedule Delay: Window Analysis, Concurrency, and Proof", Nielsen-Wurster Seminar on Emerging Risks in Construction: How to Minimize, Manage and Avoid Disputes, New Orleans, Louisiana, May 10 - 12, 1995; Indian Wells, California, October 19 - 21, 1994
- "The Contractor's Right to Finish Early", Nielsen-Wurster Seminar on Emerging Risks in Construction: How to Minimize, Manage and Avoid Disputes, New Orleans, Louisiana, May 10 - 12, 1995; Indian Wells, California, October 19 - 21, 1994
- Co-presenter, "Project Manager nei settore delle costruzioni," Visiting Professor, University of Bologna SINNEA, Bologna, Italy, May 25 - 27, 1994
- Co-presenter, "Project Management for Design and Construction," Panama Canal Commission, Panama, June 28 - July 2, 1993
- Co-Presenter, "International Contract Administration Issues: Project Documentation, Dispute Proofs, Programmes and Productivity," Training Workshop on International Construction Contracts and Contractor Claims, The International Development Law Institute (IDLI), Rome, Italy for the Finnish International Development Agency (FINNIDA), Helsinki, Finland, October 13 - 16, 1992
- Contract Administration, Masters Degree Course, SINNEA, Istituto Di Studi Per La Cooperazione E La Piccola E Media Impresa, Bologna, Italy, September 25, 1992
- Effective Construction Contract Administration, University of Wisconsin-Madison, College of Engineering, Madison, Wisconsin, April 7 - 10, 1992
- International Contract Administration Issues: Project Documentation, Dispute Proofs, Programmes, Productivity, IDLI Conference, Rome, Italy, December 12, 1991
- Co-presenter, "Inefficiency Seminar," Florida Department of Transportation, Deland, Florida, August 1991
- Co-presenter, "Advanced CPM Scheduling," Pennsylvania Department of Transportation, West Palm Beach, Florida, May 1991
- Co-presenter, "Contract Administration," West Virginia Division of Energy, Charleston, West Virginia, March 1991
- Co-presenter, "CPM Scheduling," Kentucky Department of Transportation, Lexington, Kentucky, December 1989
- CPM Scheduling Seminar, Reale, Fosse & Perry, P.C., Pittsburgh, Pennsylvania, November 1989
- Claims Avoidance Seminar, Loney Construction Co., Inc., Keene, New Hampshire, January 1989
- Minimization of Claims Seminar, Weyerhaeuser Paper Company, Jackson, Mississippi; Birmingham, Alabama, November 1988
- "Defining Scheduling", The Nielsen-Wurster Group Construction Disputes Seminar, New Orleans, Louisiana, April 18 - 20, 1988
- Scheduling Super Projects, Visiting Professor, University of Wisconsin, Madison, Wisconsin, January 1987
- Preparing a Project Control Specification, Eleventh Annual PROJECT / 2 Utility Users Group Conference, Birmingham, Alabama, November 17 - 19, 1986
- Construction Claims Prevention and Analysis, Visiting Professor, University of Wisconsin, Madison, Wisconsin, May 1985, June 1986 and May 1987

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- “Defining Scheduling”, The Nielsen Wurster Group Construction Dispute Proofs Seminar, Conference, New Orleans, Louisiana, 1988 and 1989; Seattle, Washington, 1987; Lake Buena Vista, Florida, May 18 - 20, 1983; Minneapolis, Minnesota and Denver, Colorado, April 1984; Tampa, Florida and Boston, Massachusetts, May 1984
- “The Schedule, Its Use and Development”, The Nielsen Wurster Group Scheduling Seminar, Conference, Atlanta, Georgia, October 1983
- Session Moderator, "Super Projects, Case Studies," ASCE Spring Convention, Philadelphia, Pennsylvania, May 1983
- Session Moderator, "Project Management Control," ASCE Spring Convention, New York, New York, May 1981

Leadership / Ethics / Professionalism

Invited and Keynote Presentations

- Keynote Address, “Using Organizations to Advance Tomorrow’s Leaders”, Keynote Luncheon Speaker, Annual Conference, Association for Women in Science Advance Workshop, Washington, D.C., October 29, 2009
- Keynote Address, “Leadership-How Professional Organizations Can Assist”, NSF Advance Workshop, Washington, DC., October 29, 2009
- Keynote Luncheon Address, "Ethics and Professionalism-their Importance to Engineers in the 21st Century," Kentucky Society of Professional Engineers, 2008 Annual Convention, Louisville, Kentucky, April 24, 2008
- Keynote Address, "Engineer's Role in Public Policy," International Symposium on Social Management Systems, Three Gorges Dam, China, March 11, 2007
- Keynote Address, "Engineering Leadership in the 21st Century," Second Annual Luncheon at George Mason University, Fairfax, Virginia, January 30, 2007
- Keynote Address, "The Engineer's Role and Responsibility in Specifying HDPE Pipe," American Concrete Pipe Association Short Course, Nashville, Tennessee, May 5, 2006
- Keynote Address, "Leadership, Stewardship and Control," 9th Australian International Performance Management Symposium, Canberra, Australia, March 1, 2006
- Keynote Address, "What it Takes to be a Leader," Evening with Industry; California Polytechnic State University, San Luis Obispo, California, January 27, 2006
- Keynote Address, "The Engineer's Role and Responsibility in Specifying HDPE Pipe," American Concrete Pipe Association Short Course, Las Vegas, Nevada, November 9, 2005
- Keynote Address, “Leadership,” *Visiting Professor, Special Lecture Series, Kochi University of Technology*, Kochi Japan, November 22, 2004
- Opening Keynote Speaker, "Leadership and Professionalism," Rebuilding Together Annual Convention, Seattle, Washington, October 2004
- Keynote Speaker, "The Engineers Role in Public Policy, Globalization and Ethics and Professionalism," ASCE Annual Leadership Conference, New Orleans, Louisiana; New York, New York; Portland, Oregon; Chicago, Illinois, January - March 2004
- Keynote Speaker, “Ethics and Professionalism,” *Tau Beta Pi Annual Awards and Induction Dinner at the University of Florida*, December 2003
- Keynote Speaker, "Ethics and Professionalism," Society of American Military Engineers Annual Conference, Seattle, Washington, May 2003
- Keynote Dinner Address, "Motivating the Engineer," Project Management Institute, Delaware Chapter Meeting, Wilmington, Delaware, October 1989

Publications

- “Using Professional Organizations To Advance Tomorrow’s Leaders”, *ASCE Leadership and Management in Engineering*, October 2010, Volume 10, Number 4, pp 141 – 143

DR. PATRICIA D. GALLOWAY

- “Ethics, Standards of Care and Your Engineering Profession”, *Kentucky Engineer*, Official Publication of the Kentucky Society of Professional Engineers, Volume 44, Fall 2007 Panel Member, "Key to Company Success in Today's Global Market," Shaping the Future: Global Talent Leadership in Engineering, Princeton, New Jersey, November 2, 2006
- The Urgent Need for Leadership in Project Controls Management Ethic, Proceeding, 9th Australian International Performance Management Symposium, Canberra, Australia, February 2, 2006
- “Innovation-Engineering a Better Engineer for Today's Work Force”, *Journal of Leadership and Management in Engineering*, American Society of Civil Engineers, Volume 4, Issue 4, pp. 127 - 132, October 2004
- “Lest We Forget- The Engineering Heroes”, American Society of Civil Engineers, *ASCE News*, September 2004
- “What Do Dmitrov, Russia, and a Civil Engineer's Dream Have in Common?”, American Society of Civil Engineers, *ASCE News*, August 2004
- “Engineers Laugh at Lawyers and Legal Issues, but Should They?”, American Society of Civil Engineers, *ASCE News*, July 2004
- “Governance Restructuring: Leading ASCE into the Future”, American Society of Civil Engineers, *ASCE News*, June 2004
- “ASCE's Institutes: Inclusive or Divisive”, American Society of Civil Engineers, *ASCE News*, March 2004
- “Professionalism- Have We Forgotten?”, American Society of Civil Engineers, *ASCE News*, February 2004
- “Public Policy: Friend or Foe in Advancing the Civil Engineering Profession”, American Society of Civil Engineers, *ASCE News*, January 2004
- “Our Enthusiasm Can Be Persuasive”, American Society of Civil Engineers, *ASCE News*, December 2003
- “Faculty Licensure- Will it Better the Profession?” American Society of Civil Engineers, *ASCE News*, November 2003
- “Innovative Benefits In a Small Consulting Firm”, *ASCE Journal of Leadership and Management in Engineering*, Winter 2001, Volume 1, Number 1, pp. 45 - 47
- “Adjust Work Arrangements to Entice, Retain Professionals”, *Engineering News Record*, Viewpoint Column, January 3 - 10, 2000

Conference Presentations / Teaching / Instruction

- Ethics and Professionalism- Their Importance in the Oil and Gas Industry, Offshore Technology Conference, Houston, Texas, May 1, 2006
- Professionalism, Visiting Professor, Harbin University of Technology, Harbin, China, November 1, 2004
- Leadership and Professionalism, Boeing Corporation, Seattle, Washington, July 2004
- Leaders and Leadership, Visiting Professor, Special Lecture Series, Kochi University of Technology, Kochi, Japan, November 20, 2003
- Roles and Responsibilities of a Board Director, ASCE Board Orientation, Nashville, Tennessee, November 2003
- Innovative Benefits in a Small Consulting Firm, 1999 ASCE Civil Engineering Conference and Exposition, Charlotte Convention Center, Charlotte, North Carolina, October 17 - 20, 1999
- Panel Moderator, "Management of Construction Risk on Infrastructure Projects in Latin America," The Latin American Market, The Fourth Annual Conference, Turnberry Isle Resort & Club, Aventura, Florida, November 17 - 19, 1998
- Project Controls and Their Significance on International Projects, AusAID, Canberra, Australia, August 21, 1998
- Delivering a Successful Project, Worldwide Infrastructure Partnerships, New York, New York, June 24, 1998
- Civil Engineering with Stars and Stripes, presented at a joint ASCE / ICE Meeting, Epsom, United Kingdom, July 5, 1994

Arbitration / Mediation / Dispute Resolution

Publications

DR. PATRICIA D. GALLOWAY

- Delay: Use of CPM Schedules for Concurrency, Allocation, Proof, and Window Analysis, Proceedings, Hurry Up and Slow Down: Dealing with Delays in Construction, American Bar Association Forum on the Construction Industry Conference, New York, New York, January 23, 1997
- The Contractor's Right to Finish Early, Proceedings, Hurry Up and Slow Down: Dealing with Delays in Construction, American Bar Association Forum on the Construction Industry Conference, New York, New York, January 23, 1997
- CPM Schedule Delay: Window Analysis, Concurrency, and Proof, co authored with K. Nielsen and M. Ramey, World Conference on Construction Risk, Paris, France, April 28 - 29, 1994
- Disruption / Productivity Cost Claim Analyses, co-authored with K. Nielsen, Construction Disputes-Analysis and Management, Winnipeg, Canada, November 1 - 5, 1993
- CPM Scheduling Delay: Window Analysis, Concurrency and Proof, co authored with K. Nielsen and M. Ramey, Construction Disputes-Analysis and Management, Winnipeg, Canada, November 1 - 5, 1993
- Overcoming Schedule Delay-Analyzing and Resolving this Project Nemesis, co-authored with K. Nielsen, IIR National Construction Conference, Sydney, Australia, August 28 - 29, 1991
- "International Construction Dispute Proofs", co-authored with K. Nielsen, Nordnet '91 Transactions: The Practice and Science of Project Management, Trondheim, Norway, June 3 - 5, 1991
- Pricing and Proving Contractor Claims for Changes in Scope and Unforeseen Conditions, Proceedings, Construction Litigation Superconference, Andrews Conferences, Inc., April 11 - 12, 1991
- "Computerized Document Control-The Expert Witness's View", co authored with Pamela Moon, *The International Construction Law Review Journal*, Volume 8, Part 2, April 1991
- Pricing and Proving Contractor Claims for Changes in Scope and Unforeseen Conditions, Proceedings, Construction Litigation Superconference, Andrews Conferences, Inc., December 6 - 7, 1990
- Contract Administration, Proceedings, Arbitration and Mediation Construction Claims Seminar, American Arbitration Association, Charleston, West Virginia, November 1, 1990
- "Evaluating the Contractor's Right to Finish Early", co-authored with K. Nielsen, Project Management Institute Book of Proceedings, Calgary, Alberta, Canada, October 16, 1990
- "Concurrent Schedule Delay in International Contracts", co-authored with K. Nielsen, *The International Construction Law Review*, Volume 7, Part 4, pp. 386 - 401, October 1990
- "Schedule Delay Concurrency Issue Analysis & Proof", co-authored with K. Nielsen, Proceedings, International Cost Congress, Paris, France, April 1990
- Pricing, Proving and Calculating Construction Claims, Proceedings, Construction Litigation Superconference, Andrews Conferences, Inc., April 6 - 7, 1989
- "Proof Development for Construction Litigation", co-authored with K. Nielsen, *The American Journal for Trial Advocacy*, Volume 7, No. 3, Cumberland School of Law of Samford University, Birmingham, Alabama, Summer 1984; Yearbook of Construction Articles, Volume 4, Federal Publications, 1985
- "Second Guessing the Engineer", co-authored with K. Nielsen, *Civil Engineering*, American Society of Civil Engineers, November 1985
- "Avoiding Lengthy and Costly Litigation by Negotiation Resolution Methods", co authored with K. Nielsen, Proceedings, American Society of Civil Engineers Spring Convention, Denver, Colorado, April 1985
- Window Analysis: An Innovative Concept to Schedule Delay Analysis, co authored with K. Nielsen, Project Management Institute, Philadelphia, Pennsylvania, October 1984
- Schedule Delay: A Productivity Analysis, co-authored with K. Nielsen, and J. Leverette, Project Management Institute National Convention Proceedings, Houston, Texas, October 1983

Conference Presentations / Teaching / Instruction

- Panel Member, "Controlling the Discovery Monster in Arbitration", NW Dispute Resolution Conference in Seattle, May 1, 2010
- Moderator, The Cultural and Legal Landscape to Consider – Regional Considerations for International Construction Projects, 8th Annual Miami International Arbitration Conference, March 21 - 22, 2010

DR. PATRICIA D. GALLOWAY

- “Hot Topics in International Construction Dispute Resolution”, American Arbitration Association Webinar, presented with Albee Bates, September 3, 2009
- Construction Delay-How Opposing Experts Can Come to Different Conclusions From the Same Set of Facts: Honest Mistake, System Failure or Deceptive Practice, Construction Claim Advisor - Audio Conference, November 12, 2007
- Panel Member, "Intellectual Honesty in Proving Delay," Project Management Institute College of Scheduling Conference, Vancouver Canada, April 17, 2007
- Common Disputes on Light Rail Transit Projects and How to Resolve Them, Construction Superconference, San Francisco, California, December 7 - 8, 2006
- Cumulative Impact, Current Trends In Construction Law, International Project Management and Dispute Resolution: The South Central American Project, São Paulo, Brazil, June 5 - 6, 2006
- Panelist, "Intellectual Honesty in Proving Delay," Federal Board of Contract Appeals, Hilton Alexandria Mark Center, Alexandria, Virginia, April 3, 2001
- Analyzing Schedule Delay, Minimizing Risks in Construction Projects and Resolving Construction Disputes, Hong Kong, September 28 - 29, 1998
- Delay: Use of CPM Schedules for Concurrency, Allocation, Proof, and Window Analysis, Hurry Up and Slow Down: Dealing with Delays in Construction, American Bar Association Forum on the Construction Industry Conference, New York, New York, January 23, 1997
- The Contractor's Right to Finish Early, Hurry Up and Slow Down: Dealing with Delays in Construction, American Bar Association Forum on the Construction Industry Conference, New York, New York, January 23, 1997
- Delay: Use of CPM Schedules for Concurrency, Allocation, Proof, and Window Analysis, Taisei Corporation P.M. Conference, Tokyo, Japan, October 31, 1996
- CPM Schedule Delay: Window Analysis, Concurrency, and Proof, World Conference on Construction Risk, Paris, France, April 28 - 29, 1994
- Disruption / Productivity Cost Claim Analyses, Construction Disputes-Analysis and Management, Winnipeg, Canada, November 1 - 5, 1993
- Co-presenter, "Schedule Delay Analysis & Early Completion," Nielsen Wurster Seminar on Managing Risk and Minimizing Disputes in Construction Contracts, Hilton Head Island, South Carolina, October 6 - 8, 1993
- CPM Scheduling Delay: Window Analysis, Concurrency and Proof, Construction Disputes-Analysis and Management, Winnipeg, Canada, November 1 - 5, 1993
- Co-presenter, "Schedule Delay Analysis," WASHTO Annual Conference, Oklahoma City, Oklahoma, June 23 - 24, 1993
- Presenter, "Early Completion Claim Analysis and Expert Delay Analysis," The Nielsen-Wurster Seminar on Construction Issues Facing the Public Transportation Industry, Sacramento, California, April 28 - 30, 1993
- Co-presenter, "Utilizing an Expert Effectively in ADR," Resolving Disputes in International Construction Contracts through ADR, Geneva, Switzerland November 12 - 13, 1992
- “Analyzing Scheduling Delays by Use of Window Analysis”, The Nielsen Wurster Seminar on Managing and Resolving Construction Disputes, Lake Tahoe, Nevada, March 1992; San Diego, California, April 1992; Key West, Florida, October 1992
- Overcoming Schedule Delay-Analyzing and Resolving this Project Nemesis, IIR National Construction Conference, Sydney, Australia, August 28 - 29, 1991
- Pricing and Proving Contractor Claims for Changes in Scope and Unforeseen Conditions, Construction Litigation Superconference, Andrews Conferences, Inc., April 11 - 12, 1991
- Pricing and Proving Contractor Claims for Changes in Scope and Unforeseen Conditions, Construction Litigation Superconference, Andrews Conferences, Inc., December 6 - 7, 1990
- Contract Administration, Arbitration and Mediation Construction Claims Seminar, American Arbitration Association, Charleston, West Virginia, November 1, 1990
- Co-presenter, "Construction Dispute Seminar," Florida Department of Transportation, Tallahassee, Florida, August 1989

DR. PATRICIA D. GALLOWAY

- Pricing, Proving and Calculating Construction Claims, Construction Litigation Superconference, Andrews Conferences, Inc., April 6 - 7, 1989
- "Analyzing Schedule Delays By Use of Window Analyses", The Nielsen Wurster Group Construction Disputes Seminar, San Antonio, Texas, April 1991; New Orleans, Louisiana, April 18 - 20, 1988
- "Construction Delay Analysis", The Nielsen-Wurster Group Construction Disputes Seminar, New Orleans, Louisiana, April 18 - 20, 1988
- Pricing Contractor's Claims, American Society of Civil Engineers Course, "Construction Claims," Anchorage, Alaska, March 1986; San Francisco, California, May 1987
- Window Analysis: An Innovative Concept to Schedule Delay Analysis, Project Management Institute, Philadelphia, Pennsylvania, October 1984
- "The Use of Schedules in Claim Preparation", The Nielsen Wurster Group Construction Dispute Proofs Seminar, Conference, New Orleans, Louisiana, 1988 and 1989; Seattle, Washington, 1987; Lake Buena Vista, Florida, May 18 - 20, 1983; Minneapolis, Minnesota and Denver, Colorado, April 1984; Tampa, Florida and Boston, Massachusetts, May 1984
- Schedule Delay: A Productivity Analysis, , Project Management Institute National Convention, Houston, Texas, October 1983

Climate Change / Sustainability

Invited and Keynote Presentations

- Keynote Address, "The Role of the 21st Century Engineer in the Midst of Global Engineering Crisis" International Symposium on Futures in Civil & Construction Engineering Institution, Seoul Korea, June 17, 2008
- Keynote Address, "The Framework of Sustainability for Engineering Design Considerations" Society for Social Management Systems 2008 Kochi, Japan. March 6, 2008
- Keynote Address, "Role, Responsibility and Risk Considerations of the Engineer Regarding Sustainability," 10th Annual INFTRA-ARHCA-CEA 2007 Transportation Conference, Alberta, Canada, March 19 - 20, 2007
- Keynote Address, "The Mission of the Civil Engineer in the Movement of Globalization," Vechellio Special Lecture Series, Virginia Tech, Blacksburg, Virginia, October 2004
- Annual Convention Keynote Speaker, "Engineer for a Sustainable World," Stanford University, California, September 2004
- Keynote Speaker, "Does Scheduling Make Any Sense in Today's World?" On the Road to Better Scheduling-PMICOS Conference, Montreal, Canada, April 25 - 28, 2004

Publications

- Problems in Underground Construction: Lessons Learned from Failures and Methods Developed for Success, co-authored with M. Petrov, Proceedings, Underground Space for Sustainable Urban Development, ITA-AITES 2004 World Tunnel Congress, Singapore, May 2004
- "Mission of the Civil Engineer in the Movement of Globalization", published proceedings, Japan Society of Civil Engineers, JSCE First International Symposium on Construction and Project Management-Human Resources Development under Globalization, Tokyo, Japan, October 16 - 17, 2003
- "Mission of the Civil Engineer in the Movement of Globalization", ASCE *Journal of Leadership and Management in Engineering*, Journal Issue 3, Volume 3, pp. 122 - 127, July 2003

Conference Presentations / Teaching / Instruction

- Responding to Climate Change: The Role of the Engineer ASCE International Program, American Society of Civil Engineers, International Program, November 6, 2008

DR. PATRICIA D. GALLOWAY

- The Engineer's Role in Public Policy, Institution of Civil Engineers Sustainable Development Forum, New York, New York, September 9, 2005
- Problems in Underground Construction: Lessons Learned from Failures and Methods Developed for Success, Underground Space for Sustainable Urban Development, ITA-AITES 2004 World Tunnel Congress, Singapore, May 2004

Engineering Education

Invited and Keynote Presentations

- Keynote Address, "The 21st Century Engineer", The University of Texas at Arlington, Arlington, Texas, April 14, 2010
- Keynote Opening Address, Society of Social Management Systems 2010 Annual Symposium, Kochi University, Kochi, Japan, February 4, 2010
- Keynote Address, "Challenges Facing the Civil Engineer of the 21st Century", Canadian Society of Civil Engineering Conference, New Foundland, May 28, 2009
- Keynote Luncheon Address, "The 21st Century Engineer" Engineer's Week, University of Kentucky, Lexington, KY, February 20, 2009
- Keynote Dinner Speaker, "The Critical Need to Change the Face of Science and Engineering", NSF Advance Conference, Charleston, West Virginia, October 21, 2008
- Keynote address, "Mentoring for the 21st Century", annual Hoover Lecturer, Iowa State University, Ames, Iowa, October 1, 2008
- Keynote Dinner Speaker, "The 21st- Century Engineer: A Proposal for Engineering Education Reform", Cal Poly Pomona College of Engineering, Pomona CA, May 30, 2008
- Keynote Dinner Speaker, "Being A Leader In The 21st Century" ASCE Younger Member Evening Lecture, San Diego CA, May, 27, 2008
- Keynote Dinner Speaker, "The 21st Engineer," ASCE, The G. Brooks Earnest Awards Dinner, Cleveland, Ohio, October 9, 2007
- Keynote Address, "Engineering Education Reform," International Symposium on Social Management Systems, Three Gorges Dam, China, March 9, 2007
- Keynote Address, 2007 Western Regional Younger Member Council Banquet and Awards Ceremony, The Seattle ASCE Younger Member Forum, Seattle, Washington, February 24, 2007
- Keynote Address, "Innovation-Engineering A Better Engineer for Today's Workforce," Construction Innovation Forum, NOVA Awards Dinner, Dearborn, Michigan, April 2004

Publications

- New Trends in Engineering Management Education ASEE Conference, Pittsburgh PA, June 23, 2008
- Galloway, Patricia D., "*The 21st Century Engineer: A Proposal for Engineering Education Reform?*", Reston: American Society of Civil Engineers, 2007
- "Bachelor's Plus, The Rationale for 'Raising the Bar' in Engineering Education", *Licensure Exchange*, Publication of National Council of Examiners for Engineering and Surveying, Clemson, South Carolina, March 2004

Conference Presentations / Teaching / Instruction

DR. PATRICIA D. GALLOWAY

- Panel Moderator, “*The Future of Science and Engineering Research and Education as the National Science Foundation Celebrates Its 60th Anniversary*”. Advancing Science Serving Society (AAAS) Annual Conference “Bridging Science and Society,” San Diego, Ca, February 20, 2010
- Panel Moderator “*The Creative Science Studio (CS squared)*” Advancing Science Serving Society (AAAS) Annual Conference “Bridging Science and Society,” San Diego, Ca, February 19, 2010
- New Trends in Engineering Management Education ASEE Conference, Pittsburgh PA, June 23, 2008
- Panel Member, "Engineering Education Reform-Solutions for Professional Survival," Workplace Dynamic Panel, September 28, 2006
- Panel Member, "Engineering Education Reform-Solutions for Professional Survival," American Association of Engineering Societies, Chicago, Illinois, June 19 - 20, 2006
- Engineering Educational Reform, Panelist, Curriculum Reform Leader's Conference, Purdue University, West Lafayette, Indiana, August 30, 2005

Women in Engineering / Diversity Issues

Invited and Keynote Presentations

- Keynote Address “Using Organizations to Advance Tomorrow’s Leaders”, Keynote Luncheon Speaker, Annual Conference, , NSF ADVANCE, Increasing the Participation and Advancement of Women in Academic Science and Engineering Careers, Program Meeting on “Broadening Participation”, NSF/ Association for Women in Science Advance Workshop, Washington, D.C., October 29, 2009
- Keynote Luncheon Speaker, "What it Takes to Be a Leader," National Women in Construction Leadership Forum, San Francisco, California, September 2004
- Keynote Address, "The Love for Amelia Earhart and the Undying Quest for her Discovery," Zonta Awards Luncheon, Albany, New York, May 2004
- Keynote Address, “What it takes To Be A Leader,” Women in Engineering Leadership Institute (WELI) Leadership Summit, *University of Connecticut*, Windsor, Connecticut, May 2004
- Keynote Speaker, "Breaking Through the Glass Ceiling," HDR Women's Forum 2000, Embassy Suites, Kansas City, Missouri, March 31, 2000

Publications

- “What Girls Want From Their Profession,” *Geo-Strata*, Volume 6, Issues 1 pp.19-21, January / February 2006
- Extraordinary Stories of Women in Engineering, National Academy of Engineering, May 3, 2004
- “Emily, Amelia, et. al: Who Are These Women And Why Should We Care?,” *American Society of Civil Engineers, ASCE News*, May 2004
- Leadership: Women's Role in Engineering, A Civil Engineered World, a publication of ASCE's International Affairs Department, Volume 13, Issue 1, March 2000
- The 2-Engineer Family, Proceedings, Society of Women Engineers, National Convention, Detroit, Michigan, June 1982

Conference Presentations / Teaching / Instruction

- How to Increase the Number of Women in Engineering ADVANCE luncheon, University of Washington, Seattle, WA, October 23, 2008.
- The Critical Need to Change the Face Of Science and Engineering, NSF sponsored workshop-Building Diversity in Higher Education: Strategies for Broadening Participation in the Sciences and Engineering, Charleston, WVA, October 21, 2008
- Becoming a Leader in the 21st Century, West Virginia University Center for Women's Studies Residency Program, March 31-April 4, 2008

DR. PATRICIA D. GALLOWAY

- Footprints for Success: Being a Female Leader in Engineering, National Symposium for the Advancement of Women in Science (NSAWS), Harvard University, April 13, 2007
- Creating an Effective Media / Public Affairs Campaign, First National Summit on the Advancement of Girls in Math and Science, Washington, D.C., May 15, 2006
- Panelist, "Ground Breaking Women in Construction," Los Angeles, California, September 21, 2005
- Panelist, "Rising to Lead," Women's Leaders Tour, Advancement of Technology for Women (ATW), Albany, New York, Austin, Texas; San Jose, California, April - May 2004
- Panelist, "How to Become a Leader," Women in Engineering Leadership Institute (WELI) Leadership Summit, University of Connecticut, Windsor, Connecticut, May 2004
- Moderator, "High Heels are Replacing Hard Hats in the Boardroom," Construction Superconference, The Fairmont Hotel, San Francisco, California, December 8, 2000
- So Mrs. Roebling- What's Your Side of the Story? a one-woman play, 1995 ASCE Annual Convention, San Diego, California, October 1995 (over 50 play performances, multiple venues, 1995-1998)
- The 2-Engineer Family, Society of Women Engineers, National Convention, Detroit, Michigan, June 1982

PATRICIA D. GALLOWAY

Representative Engagement Experience [Does not include engagements where served as arbitrator]

Industry	Type	Project Name
Power	Nuclear	Bellefonte Options, TVA, United States (Alabama)
Power	Nuclear	Levy 1 & 2, Progress Energy Florida, United States (Florida)
Power	Nuclear	Vogtle 3 & 4, United States (Georgia)
Power	Nuclear	Seabrook Unit 2 Nuclear Generating Station, United States (New Hampshire)
Power	Nuclear	Millstone Unit 3, United States (Hartford, Connecticut)
Power	Nuclear	Cooper Nuclear Station, United States (Nebraska)
Power	Nuclear	Connecticut Yankee Nuclear Plant, United States (Connecticut)
Power	Nuclear	Millstone Point Nuclear Generating Station, Units 2 and 3, United States (Waterford, Connecticut)
Power	Nuclear	Indian Point Nuclear Power Plant Unit 3, United States (New York)
Power	Nuclear	Texas Utilities Stockholder Litigation, United States (Texas)
Power	Nuclear	Salem and Hope Creek Nuclear Power Plants, United States (New Jersey)
Power	Nuclear	South Texas Nuclear Plant, United States (Texas)
Power	Nuclear	Trojan Nuclear Power Plant, United States (Oregon)
Power	Nuclear	Shoreham Nuclear Plant, United States (Long Island, New York)
Power	Nuclear	Nine Mile Power Plant, United States (New York)
Power	Nuclear	Bellefonte Nuclear Power Plant, United States (Jackson County, Alabama)
Power	Nuclear	Millstone 2 Nuclear Power Plant, Waterford, United States (Connecticut)

<i>PATRICIA D. GALLOWAY</i>		
<i>Representative Engagement Experience [Does not include engagements where served as arbitrator]</i>		
Industry	Type	Project Name
Power	Nuclear	Cooper Nuclear Station, United States (Nebraska)
Power	Nuclear	Washington Public Power Supply Nuclear Plants, United States (Washington)
Power	Nuclear	Comanche Peak Steam Nuclear Electric Station, Units 1 & 2, United States (Texas)
Power	Nuclear	Clinton Nuclear Generating Station, Decatur, United States (Illinois)
Power	Nuclear	Pilgrim I Nuclear Power Plant, United States (Massachusetts)
Power	Nuclear	Vogtle 1 & 2, Nuclear Generating Station, United States (Waynesboro, Georgia)
Power	Nuclear	Palo Verde Nuclear Generating Station, United States (Palo Verde, Arizona)
Power	Nuclear	Perry Nuclear Generating Station, United States (Ohio)
Power	Nuclear	Seabrook Nuclear Generating Station Unit 1 and Unit 2, United States (New Hampshire)
Power	Nuclear	Millstone 3 Nuclear Generating Station, United States (Connecticut)
Power	Nuclear	Waterford Unit 3, United States (Louisiana)
Power	Nuclear	Shoreham, United States (New York)
Power	Nuclear	Hanford, United States (Washington)
Power	Nuclear	Wolf Creek, United States (Kansas)
Power	Nuclear	Maine Yankee, United States (Maine)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Kansas City Power and Light (KCP&L) Iatan Units 1&2
Power	Cogeneration/ Combined Cycle/Fossil Fuel	La Paloma Combined Cycle Power Plant, United States (California)

PATRICIA D. GALLOWAY <i>Representative Engagement Experience [Does not include engagements where served as arbitrator]</i>		
Industry	Type	Project Name
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Sacramento Municipal Utility District Consumnes Combined Cycle Plant, United States (California)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Marshall Islands Power Plant Demolition, United States Territory (Marshall Islands)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Paiton Units 1 & 2, Indonesia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Paiton Units 7 & 8, Indonesia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	JEA Northside, United States (FL)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Osbourne, Australia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Jiu Jiang Power Plant, China
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Scherer Fossil Power Plant, United States (Forsyth, Georgia)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Cleveland Electric Illuminating Company, Fossil Power Plants, United States (Cleveland, Ohio)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Jeffrey Energy Center, United States (Kansas)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Wolf Hollow Plant, United States (Texas)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Covert Plant, United States (Michigan)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Dearborn Industrial Generation Project, United States (Michigan)

PATRICIA D. GALLOWAY <i>Representative Engagement Experience [Does not include engagements where served as arbitrator]</i>		
Industry	Type	Project Name
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Illinois Power Company, United States (Illinois)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	SMUD Cosumnes Power Plant and Pipeline Project, United States (California)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Fossil Power Plant, Bulgaria
Power	Geothermal	Wayang Windu Geothermal Power Project, Indonesia (Java)
Power	Hydro	Casecnan Multipurpose Project II
Power	Hydro	Xiaolangdi Dam, China
Power	Hydro	Casecnan Multi-Purpose Project, Philippines (Northern Luzon)
Power	Hydro	Cirata II, Indonesia
Power	Hydro	Sulpher Creek Hydro Power Plant, United States (California)
Power	Hydro	Mill to Bull Creek Tunnel, United States (California)
Power	Waste to Energy	Valorsul Waste-To-Energy Plant, Europe (Portugal)
Power	Wind Power	Brazos Wind Farm, United States (Texas)
Power	Wind Power	Caprock Wind Farm, United States (New Mexico)
Infrastructure / Transportation	Roadways	Shawnee Mission Parkway, United States (Kansas)
Infrastructure / Transportation	Roadways	KDOT Project, United States (Kansas)
Infrastructure / Transportation	Roadways	151st Street Bridge Project, United States (Olathe, Kansas)
Infrastructure / Transportation	Roadways	New Jersey Turnpike, Section 5B-3, United States (New Jersey)

PATRICIA D. GALLOWAY		
<i>Representative Engagement Experience [Does not include engagements where served as arbitrator]</i>		
Industry	Type	Project Name
Infrastructure / Transportation	Roadways	City Link, Melbourne, Australia (Victoria)
Infrastructure / Transportation	Roadways	Turnpike Operations Management System, United States (Florida)
Infrastructure / Transportation	Roadways	Texas Department Of Transportation Group 5 Matter, United States (Texas)
Infrastructure / Transportation	Roadways	State Highway US 290 Travis County, United States (Texas)
Infrastructure / Transportation	Roadways	Asphalt Resurfacing Project, Highway 9, United States (Allen, Nebraska)
Infrastructure / Transportation	Roadways	Electronic Toll Collection System, United States (Florida)
Infrastructure / Transportation	Roadways	Houston Ship Channel Cable-Stayed Bridge, United States (Baytown, Texas)
Infrastructure / Transportation	Roadways	Blue Route Section 200
Infrastructure / Transportation	Roadways	Kenton County Lexington-Covington Road, United States
Infrastructure / Transportation	Roadways	Lief Erikson Tunnel, United States (Minnesota)
Infrastructure / Transportation	Bridges	Columbia River Crossing, Independent Review Panel , United States (Oregon, Washington)
Infrastructure / Transportation	Bridges	Veteran's Expressway, Tampa, United States (Florida)
Infrastructure / Transportation	Bridges	Interstate 75, Kentucky (Lexington and Covington Road) United States (Kentucky)
Infrastructure / Transportation	Bridges	Vancouver Millennium Sky Train Project, Canada (British Columbia)
Infrastructure / Transportation	Bridges	Hillsborough Avenue Bridge, United States (Tampa, Florida)
Infrastructure / Transportation	Bridges	Tsing Ma Bridge, China (Hong Kong)
Infrastructure / Transportation	Bridges	Nairn Avenue Overpass Project, Canada (Manitoba)

PATRICIA D. GALLOWAY <i>Representative Engagement Experience [Does not include engagements where served as arbitrator]</i>		
Industry	Type	Project Name
Infrastructure / Transportation	Bridges	New Smyrna Beach Bridge, United States (Florida)
Infrastructure / Transportation	Bridges	Hastings Bridge, Hastings, United States (Minnesota)
Infrastructure / Transportation	Bridges	Post Tensioned Segmental Bridge, Bexar County, United States (Texas)
Infrastructure / Transportation	Bridges	Interstate Highway Bridges, United States (Gary, Indiana)
Infrastructure / Transportation	Bridges	Gloucester Inlet Bridge, United States (Massachusetts)
Infrastructure / Transportation	Airports	Yosemite International Airport, United States (Fresno, California)
Infrastructure / Transportation	Airports	Port of Seattle-Task 7, United States (Seattle, Washington)
Infrastructure / Transportation	Airports	International Airport, Malaysia
Infrastructure / Transportation	Airports	Kuala Lumpur International Airport, Malaysia (Kuala Lumpur)
Infrastructure / Transportation	Airports	Indianapolis International Airport, United Airlines Maintenance Operation Center, United States (Indiana, Indianapolis)
Infrastructure / Transportation	Telecommunication	AT&T Broadband, United States (Illinois, Missouri, Michigan)
Infrastructure / Transportation	Defense	TADRS (Tactical Air Defense Radar System), Australia (Melbourne)
Infrastructure / Transportation	Rail	Sound Transit Light Rail, United States (Washington)
Infrastructure / Transportation	Rail	Phoenix Light Rail Transit, United States (Arizona)
Infrastructure / Transportation	Rail	Pentagon City Subway Station, United States (Virginia)
Infrastructure / Transportation	Rail	Rohr Transit Cars, United States (Washington, D.C)
Infrastructure / Transportation	Rail	North Harlem To Brewster (Hudson Harlem Lines) Electrification Program, United States (New York)

<i>PATRICIA D. GALLOWAY</i>		
<i>Representative Engagement Experience [Does not include engagements where served as arbitrator]</i>		
Industry	Type	Project Name
Infrastructure / Transportation	Rail	London Crossrail Project, United Kingdom (London)
Infrastructure / Transportation	Rail	Taisei-Metro Extension Project, Bulgaria (Sofia)
Infrastructure / Transportation	Rail	Regional Fast Rail Project (RFRP), Australia (Victoria)
Infrastructure / Transportation	Rail	Southern New Jersey Light Rail Transit System, United States (New Jersey)
Infrastructure / Transportation	Rail	Singapore Mass Rail Transit, Singapore
Infrastructure / Transportation	Rail	Toronto Transit Commission Subway Line Expansion, Canada (Toronto, Ontario)
Infrastructure / Transportation	Rail	Shaw Subway Station, United States (Washington, D.C.)
Infrastructure / Transportation	Rail	Stamford Railroad Station Stamford, United States (Connecticut)
Infrastructure / Transportation	Ship / Seaport	Central Terminal Expansion Claim Review, United States (Washington)
Infrastructure / Transportation	Ship / Seaport	Port of Seattle United States (Washington)
Infrastructure / Transportation	Ship / Seaport	Port of Seattle, United States (Washington)
Infrastructure / Transportation	Ship / Seaport	Lahad Datu Port Expansion, Malaysia
Infrastructure / Transportation	Ship / Seaport	Panama Canal Transfer Station, Panama Canal Zone
Infrastructure / Transportation	Ship / Seaport	Riofil / Manila South Harbor Pier 5 Extension, Philippines
Infrastructure / Transportation	Ship / Seaport	City of Venice Floodgate Bid Review, Italy
Infrastructure / Transportation	Ship / Seaport	F/V Arctic Storm Ship Conversion, United States (Washington)
Infrastructure / Transportation	Ship / Seaport	Deep Sea Drilling Ship, United States (Texas)

DR. PATRICIA D. GALLOWAY

PATRICIA D. GALLOWAY		
<i>Representative Engagement Experience [Does not include engagements where served as arbitrator]</i>		
Industry	Type	Project Name
Infrastructure/ Transportation	Seminar / Training	Japan Bank for International Cooperation
Infrastructure/ Transportation	Seminar / Training	West Virginia DOT Training Seminar, United States (West Virginia)
Infrastructure/ Transportation	Seminar / Training	Claims Seminar, Texas Department of Transportation, United States (Texas)
Infrastructure/ Transportation	Seminar / Training	Project Risk Management Seminar: Panama Canal
Infrastructure/ Transportation	Seminar / Training	Partnering Seminar, United States (Kentucky)
Infrastructure/ Transportation	Seminar / Training	Florida Department Of Transportation, United States (Florida)
Infrastructure/ Transportation	Seminar / Training	Seminar: Division Of Energy, United States (West Virginia)
Infrastructure / Transportation	Other	American Concrete Pipe Association (ACPA) Independent Research, United States (Tennessee)
Infrastructure / Transportation	Other	Japan Ministry of Land, Infrastructure and Transport, Analysis of US Public Construction Contracting Practice, Japan
Infrastructure / Transportation	Other	Fish Barrier Project (FBP) United States (Washington)
Infrastructure / Transportation	Other	Seattle Public Utilities (SPU) and SeaTran, United States (Washington)
Industrial / Process	Chemical / Petrochemical	Palmetto Lime Facility, United States (Columbia, South Carolina)
Industrial / Process	Chemical / Petrochemical	PET Production Plants, Argentina, Holland, Spain
Industrial / Process	Chemical / Petrochemical	Zinc Recovery Plant, United States (California)
Industrial / Process	Chemical / Petrochemical	FMC Baltimore Sulfentrazone Plant, United States (Maryland)
Industrial / Process	Chemical / Petrochemical	Seraya Island Petrochemical Project, Singapore (Seraya Island)
Industrial / Process	Oil / Gas	Nations Petroleum Steam – Flood Project, United States (California)

PATRICIA D. GALLOWAY		
<i>Representative Engagement Experience [Does not include engagements where served as arbitrator]</i>		
Industry	Type	Project Name
Industrial / Process	Oil / Gas	PML Project (Shinwha Claim) Singapore
Industrial / Process	Oil / Gas	Minerva Project
Industrial / Process	Oil / Gas	PEMEX Combisa EPC 22, Mexico
Industrial / Process	Oil / Gas	GASYRG (Willbros)
Industrial/Process	Oil/Gas	PEMEX, Cantarell Project, Mexico
Industrial / Process	Oil / Gas	Foster Wheeler SINCOR Coker Project
Industrial / Process	Oil / Gas	Luberef Refinery Project, Saudi Arabia
Industrial / Process	Oil / Gas	PEMEX Demineralization Plant, Mexico (Tula, Hidalgo)
Industrial / Process	Oil / Gas	Perez Companc-Norcen-Corod Oritupano-Leona Oil Fields, Eastern Venezuela
Industrial / Process	Oil / Gas	Altona Refinery Expansion, Australia (Melbourne)
Industrial / Process	Oil / Gas	INCO 92 Project, Gas Recompression Plants, Venezuela (Lake Maracaibo)
Industrial / Process	Oil / Gas	Ahmadi Oil Distribution Facility, Kuwait
Industrial / Process	Oil / Gas	Nippon Steel On-Site Auditing / Risk Management
Industrial / Process	Pulp & Paper Mill	Chemical Recovery System at Pulp & Paper Mill, United States (Columbus, Mississippi)
Industrial / Process	Pulp & Paper Mill	Weyerhaeuser Pulp and Paper Mill, Training, Contract and Administration
Industrial / Process	Microchip	Sperry Micro-Chip Manufacturing & Research Facility, United States (Minnesota)
Industrial / Process	Pipelines	Sakhalin Pipeline Project, Russia
Industrial / Process	Pipelines	Bolivia Pipeline, South America (Bolivia)
Industrial / Process	Pipelines	Bombax Pipeline Project, Caribbean (Trinidad, Tobago)
Industrial / Process	Pipelines	HBJ Gas Pipeline, India
Industrial/Process	Water Plant	Central Brown County, United States (Wisconsin)
Industrial / Process	Water Plant	Pinellas County Water System Pipeline, United States (Florida)
Industrial / Process	Water Plant	Mount Hope Water Main Project, Panama
Industrial / Process	Wastewater / Environmental	Upper Rouge Tunnel, United States (Detroit, Michigan)

PATRICIA D. GALLOWAY		
<i>Representative Engagement Experience [Does not include engagements where served as arbitrator]</i>		
Industry	Type	Project Name
Industrial / Process	Wastewater/ Environmental	Passaic Valley Sewerage Commissioners Thickening Centrifuge Facility, United States (New Jersey)
Industrial / Process	Wastewater / Environmental	Milwaukee Water Pollution Abatement Program, United States (Wisconsin)
Industrial / Process	Wastewater / Environmental	South Bay Wastewater Treatment Plant, California, United States (San Diego)
Industrial / Process	Wastewater / Environmental	Babylon Solid Waste Recovery Plant
Industrial / Process	Wastewater / Environmental	Hamilton Wastewater Treatment Plant, United States (New York)
Industrial / Process	Wastewater / Environmental	Rockland County Sewer District Treatment Plant, United States (New York)
Industrial / Process	Wastewater / Environmental	Secondary Facilities At Newark Bay Pumping Station, United States (New Jersey)
Industrial / Process	Wastewater / Environmental	Bowery Bay Wastewater Treatment Plant, United States (New York)
Industrial / Process	Wastewater / Environmental	St. Joseph Wastewater Treatment Plant, United States (Missouri)
Industrial / Process	Wastewater / Environmental	Bergen Point Wastewater Treatment Plant, United States (New York)
Industrial / Process	Wastewater / Environmental	Coney Island Water Pollution Control Project, United States (New York)
Industrial / Process	Wastewater / Environmental	Water Treatment Plant, United States (Georgia)
Industrial / Process	Wastewater / Environmental	Weyerhaeuser Fish Hatchery, United States (Medford, Oregon)
Industrial / Process	Wastewater / Environmental	Asbestos White Paper Development-Evert & Weathesby
Industrial / Process	Wastewater / Environmental	Foster Wheeler Asbestos Litigation, United States (New Jersey)
Industrial / Process	Wastewater / Environmental	Wastewater Treatment Plant, Canada (Manitoba)
Industrial / Process	Iron / Steel Manufacturing	POSVEN Hot Briquette Iron Plant, Venezuela (Puerto Ordaz)

PATRICIA D. GALLOWAY		
<i>Representative Engagement Experience [Does not include engagements where served as arbitrator]</i>		
Industry	Type	Project Name
Industrial / Process	Iron / Steel Manufacturing	Kvaerner-IPSCO Steel Plant
Industrial / Process	Iron / Steel Manufacturing	Delta Brands Subcontract PPPL and ARP Expediting Services
Industrial / Process	Iron / Steel Manufacturing	IPSCO Mini-Mill, United States (Iowa)
Industrial / Process	Iron / Steel Manufacturing	NKK Steel Continuous Galvanizing Project, United States (Michigan)
Industrial / Process	Iron / Steel Manufacturing	Republic Steel Mill Project, United States (Ohio)
Industrial / Process	Iron / Steel Manufacturing	Union Park CSO Pump Station and Detention Facility, United States (Massachusetts)
Industrial / Process	Pharmaceutical	Pharmaceutical Production Plant, Singapore
Industrial / Process	Pharmaceutical	Bulk Pharmaceutical Plant, Singapore
Industrial / Process	Pharmaceutical	Squibb Animal Test Facility, United States (New Jersey)
Industrial / Process	Mining	Nickel-Cobalt Refinery, Western Australia
Industrial / Process	Fertilizer Plant	Petro Vietnam Fertilizer Plant, Phu My Province, Vietnam
Buildings	Educational Facilities	DeKalb County School District, United States (Georgia)
Buildings	Educational Facilities	Delgado Community College, United States (New Orleans)
Buildings	Educational Facilities	Rutgers University Records Center, United States (New Brunswick, New Jersey)
Buildings	Educational Facilities	Washoe County School District, United States (Reno, Nevada)
Buildings	Educational Facilities	Plainsboro Middle School, United States (New Jersey)
Buildings	Educational Facilities	Hunter College, United States (New York)
Buildings	Educational Facilities	York College, United States (New York)
Buildings	Educational Facilities	School Project, Indiana (Indianapolis)
Buildings	Resorts / Casinos / Hotels	Regent Las Vegas Resort, United States (Las Vegas)
Buildings	Resorts / Casinos / Hotels	Hotel / Condominium Complex, Indonesia (Jakarta)
Buildings	Resorts / Casinos / Hotels	Phoenician Hotel and Resort, Arizona (Scottsdale)

DR. PATRICIA D. GALLOWAY

PATRICIA D. GALLOWAY		
<i>Representative Engagement Experience [Does not include engagements where served as arbitrator]</i>		
Industry	Type	Project Name
Buildings	Resorts / Casinos / Hotels	Westin Hotel, United States (Texas)
Buildings	Resorts / Casinos / Hotels	Safety Harbor Spa, United States (Florida)
Buildings	Resorts / Casinos / Hotels	Intercontinental Hotel, United States (Texas)
Buildings	Resorts / Casinos / Hotels	Hyatt Regency Hotel, United States (Missouri)
Buildings	Apartments / Condominiums / Housing	99100 Park Towers at Hughes Center, United States (Las Vegas)
Buildings	Apartments / Condominiums / Housing	Ortley Beach Commons, United States (New Jersey)
Buildings	Apartments / Condominiums / Housing	Louisville Housing Authority Project, United States (Kentucky)
Buildings	Centers / Arenas	University of Washington Basketball Arena, United States (Washington)
Buildings	Centers / Arenas	Jacksonville Pre-Trial Detention Center, United States (Florida)
Buildings	Centers / Arenas	San Diego Convention Center, United States (San Diego, California)
Buildings	Centers / Arenas	Washington State Convention Center, United States (Washington)
Buildings	Centers / Arenas	Worcester Civic Center (Centrum), United States (Massachusetts)
Buildings	Centers / Arenas	Riverside Civic Center, United States (New York)
Buildings	Stadiums	Fresno Multipurpose Stadium, (Grizzlies Stadium) United States (California)
Buildings	Stadiums	Arizona State University, Sun Devil Stadium Expansion, United States (Arizona)
Buildings	Medical / Hospitals	Alameda-Mortenson Analysis, United States (California)
Buildings	Medical / Hospitals	Alameda County Medical Center / Highland General Hospital, United States (California)

<i>PATRICIA D. GALLOWAY</i>		
<i>Representative Engagement Experience [Does not include engagements where served as arbitrator]</i>		
Industry	Type	Project Name
Buildings	Medical / Hospitals	Colombo General Hospital, Sri Lanka (Colombo)
Buildings	Medical / Hospitals	Stoney Brook Hospital, United States (New York)
Buildings	Medical / Hospitals	Madigan VA Hospital, United States (Washington)
Buildings	Medical / Hospitals	Kodiak Health Care Facility, United States (Alaska)
Buildings	Medical / Hospitals	University Medical Center, United States (Louisiana)
Buildings	Research Laboratory	TA-35 Los Alamos National Laboratory, United States (New Mexico)
Buildings	Offices	Unit Atrium One Building, United States (Ohio)
Buildings	Offices	One Summit Square Office Building, United States (Indiana)
Buildings	Offices	Equitable Tower Office Building, United States (New York)
Buildings	Offices	Loney Construction Brattleboro Projects, United States (Vermont)
Buildings	Offices	IBM Office Complex, United States (New York)
Buildings	Offices	Gold Building Parking Garage, United States (Connecticut)
Buildings	Offices	American Standard Office Building, United States (Oklahoma)
Buildings	Distribution / Storage / Warehouse	Olefins Terminal Storage Complex
Buildings	Distribution / Storage / Warehouse	TRW Record Storage Complex, United States (New Jersey)
Buildings	Distribution / Storage / Warehouse	New Jersey State Food Distribution Center, United States (New Jersey)
Buildings	Distribution / Storage / Warehouse	Trenton Record Storage Center, United States (New Jersey)
Buildings	Seminar / Training	Princeton University Summit, United States (New Jersey)
Buildings	Seminar / Training	Nexon Corporate Management, Risk Management / Progress / Project Management Training, United States.
Buildings	Seminar / Training	AES: Corporate / Project Management, Risk Management Training, United States & Canada
Buildings	Other	Parking Garage, United States (Ohio)
Environmental	Other	New Jersey Sludge Drying / Fertilizer Facility, United States (New Jersey)

DR. PATRICIA D. GALLOWAY

PATRICIA D. GALLOWAY		
<i>Representative Engagement Experience [Does not include engagements where served as arbitrator]</i>		
Industry	Type	Project Name
Environmental	Other	Blydenburgh Landfill, United States (New York)
Environmental	Other	Transuranic Storage Area Retrieval Enclosure, United States (Idaho)
Environmental	Other	Warren County Landfill, United States (New Jersey)
Other	Seminar / Training	University of Wisconsin-Madison Seminar, United States (Wisconsin)
Other	Seminar / Training	Fluor Corporate Risk / Claims Management, United States (California)
Other	Seminar / Training	Claims Avoidance & Management Training, United States (Arizona)
Other	Seminar / Training	Identifying, Minimizing & Quantifying Risk, England (London)
Other	Seminar / Training	Claims Seminar On Construction Issues, Canada (Manitoba)
Other	Seminar / Training	CPM Scheduling Course, United States (Pennsylvania)
Other	Seminar / Training	Claims Minimization Seminar, United States (New Hampshire)
Other	Other	Nunez Employment Discrimination Suit, United States (Texas)
Other	Other	Foster Wheeler Risk Management Corporate Advisor
Other	Other	Royal Grading Golf Course and Country Club



JACK L. DIGNUM M.A., CFCC

Senior Vice President, Chief Operating Officer and Principal

Areas of Expertise

- Management Consulting
- Corporate Governance
- Risk Management
- Risk Assessment and Audits
- Entitlement
- Prudence Analysis and Audits
- Project Management Training
- Industry Best Practices
- Risk Management Training and Instructional Programs
- Project Delivery and Constructing Methodologies
- Compliance Review / Audits
- Project Management Standard of Care
- Project Control Systems
- Damages Calculation
- Claims Prevention
- Disruption / Productivity

Professional Experience

Mr. Dignum is a Senior Vice President, the Chief Operating Officer and a Principal of Pegasus Global Holdings, Inc. Drawing upon 30 years of experience in project management and controls, project risk management and contract disputes, Mr. Dignum is extensively involved in all aspects of Pegasus' Management Consulting and Risk Management services. Having held senior positions with both owner and contractor organizations in private and public environments, he is fully knowledgeable and experienced with the roles and tasks needed to ensure successful completion of complex projects throughout the building, power, process, infrastructure and transportation industries.

Mr. Dignum has expertise in Management Consulting formal management compliance reviews and audits; contract formation, negotiation and compliance; project management system design and development; project control system development, implementation and use; and organization of project management teams and structures. Mr. Dignum has performed project prudence audits, progress assessments, change management and control functions, and has consulted on critical issues and Lessons Learned. He has led project management teams, including project management and controls formation, implementation and results assessment, and analyzed schedules, delay and cost impacts. He has developed extensive project management training programs for a variety of audiences (owners, contractors, engineers and constructors) in private, multinational corporations as well as local, state and federal government agencies.

Mr. Dignum's Risk Management experience includes the design, development and implementation of a project risk management program for a large, international EPC contractor; development of several risk management techniques, tools and systems addressing risk identification, quantification, avoidance and mitigation plans; risk element integration into standard project control tools; and project specific risk profiling. He has led risk management teams in projects in North America, Australia, Europe, Asia and South America for both owner and contractor clients ranging in value from \$500,000 to over \$12 billion. Mr. Dignum has taught numerous training courses in every aspect of risk management in the construction industry.

Megaprojects, by industry definition, are very large investment projects that attract a high level of public attention or political interest because of substantial direct and indirect impacts on the community, environment and budgets. They are generally defined as major infrastructure projects that cost more than \$1 billion.

Mr. Dignum has significant global experience with megaprojects costing several times this minimum definition. He has been a member of and led teams on engagements such as Crossrail Project, London, United Kingdom at £10 billion; Consortium Contractor, Marine Facility, Europe at \$6 billion; Washington Public Power Supply Nuclear Plant, Washington, North America at \$24 billion; Comanche Peak Steam Nuclear Electric Station Units 1 and 2, Texas, North America at \$9 billion; Parramatta Rail Link Project, New South Wales, Australia at \$2.7 billion and Zimmer Nuclear Power station Ohio, North America at \$1.2 billion.

Mr. Dignum was Senior Vice President, the Chief Quality Officer and a Principal of The Nielsen-Wurster Group, Inc. where in the Dispute Resolution Division, he has led and participated in myriad dispute resolution engagements, with claims ranging from \$50,000 (differing site condition issues under mediation) to \$1.5 billion (federal court litigation on a nuclear power plant). As an Engagement Director, Mr. Dignum oversees Dispute Resolution analyses and evaluations performed by Nielsen-Wurster's interdisciplinary teams. He has worked on a wide range of issues involving management standard of care, schedule delay, disruption, change orders, productivity and inefficiency, acceleration, early completion, causation / responsibility, measured mile, damage calculations, cumulative impact, termination and fraud. As a specialist in project management standards of care, project controls, contract formation, causation and damages, he also serves as an active project team member. Mr. Dignum has prepared expert witness reports for international arbitrations (AAA, ICC, and SIAC) on claims involving breach of contract, project management standards, contract formation, scheduling, cost controls, labor productivity and other issues.

Prior to joining Pegasus, Mr. Dignum served as Senior Contracts Director of the Americas at Kvaerner E&C, a major multinational engineering, procurement and construction (EPC) firm, where he directed, designed, implemented and presented Kvaerner's E&C Risk Awareness Initiative to project management personnel. He was responsible for resolving and managing international claims and disputes, including the analysis of dispute and claim positions and the engagement of legal and expert assistance. Mr. Dignum also held previous positions of Manager of Subcontracting and Project Controls Manager while at Kvaerner, and as Project Manager and Contracting Manager at private construction claims consulting firms. Mr. Dignum was Division Chief for a Federal Health and Human Resources regional grant-in-aid program, where he was responsible for operations, management and supervision of division staff; consultation with state government divisions and officials on program initiation and operations; fiscal management and oversight of federal funding; project planning and operations; drafting and enforcement of federal regulations; and consultation on federal program legislation.

Mr. Dignum has rendered his expertise both in the public as well as private sectors. His experiences include working as a Project Manager for the State of Colorado and as Division Chief, US Department of Health, Education and Welfare, Region VII, Denver, Colorado. Mr. Dignum has managed all AOA Title 3 programs in six state regions. He has conducted program and performance audits as required by federal legislation. He has shown his expertise in Development Program Planning and Management System and trained state personnel in use and implementation of that system. Mr. Dignum also taught two summer seminars at the University of Southern California in Project Planning, Management and Evaluation. He has participated in redrafting of the enabling act in 1978 in Washington, D.C.

Registrations / Certifications

- Certified Forensic Claims Consultant (CFCC)
- Certificate of Director Education, NACD

For Profit Boards

- Pegasus Global Holdings, Inc. Board Member, 2004 - Present
- The Nielsen-Wurster Group, Inc., Board Member, 2004 - 2008

Education and Courses

Education

- M.A., Public Administration and Gerontology, North Texas State University, Denton, Texas
- B.A., Industrial Psychology, University of Oklahoma, Norman, Oklahoma

Courses

- Expert Witness Development Series, Communications Corporation of America, Seattle, Washington
- Kvaerner E&C Leadership Development Program, Jones Graduate School, Rice University, Houston, Texas
- Small Unit Command and Control, US Army, Non-Commissioned Officers School, Fort Bragg, North Carolina

Memberships

- Construction Industry Institute 2008 - Present
- Pegasus Global Holdings, Inc. Board Member, 2004 - Present
- Design Build Institute of America (Pacific Northwest Chapter), 2002 - Present
- Project Management Institute, 2000 - Present
- The Nielsen-Wurster Group, Inc., Board Member, 2004 - 2008
- Inter-Pacific Bar Association, 2001 - 2007

Technical Papers and Presentations

Mr. Dignum has published and presented numerous technical papers and articles on construction management, engineering management, contract administration, project controls, scheduling, change management and other topics (*see below Technical Papers and Presentations*).

Management and Strategic Issues

Invited, Keynote and Feature Presentation

- “Leadership and Risks during a Global Financial Crisis” co-authored with K. Nielsen and P. Galloway, *The Fifth Civil Engineering Conference in the Asian Region* (CECAR5), Sidney Australia, August 9-11, 2010

Conference Presentations/ Teaching/ Instruction

- Life Support, Fall, 2010 Retreat Presentation to Board of Trustees, Cle Elum, Washington, September 7, 2010
- Life Support, Fall, 2009 Retreat Presentation to Board of Trustees, Cle Elum, Washington, October 24, 2009
- “Mega Projects – A Primer for Finance (or How Can Finance Help Improve Results)” Nexen Finance Family Forum Scottsdale, AZ – Co-presentation with Dr. Patricia Galloway February 19, 2008
- “Engagement Manager Program,” The Nielsen-Wurster Group Corporate Program, 2005 - 2006
- “Engagement Quality Control,” The Nielsen-Wurster Group Corporate Program, 2005 – 2006
- Moderator, “Project Management into the New Century,” The Public Construction SuperConference, San Francisco, California, December 7, 2000

JACK L. DIGNUM

Management Audits (Prudence, Compliance and Performance)

Publications

- “Governance, Ethics and Compliance in the New Global Economy,” December 2009

Program and Project Risk Management

Invited, Keynote and Featured Presentations

- “Zone Defense is Not for the Pros: Risk Management System Integration in Project Management Processes,” Project Management Institute, Clear Lake / Galveston Chapter Meeting, June 26, 2003
- “Risk Management Dynamics in Today’s Nuclear Project Environment,” American Nuclear Society National Meeting, San Diego, California, June 5, 2003

Publications

- “Zone Defense is Not for the Pros: Risk Management System Integration in Project Management Processes,” Project Management Institute, Clear Lake / Galveston Chapter Meeting, June 26, 2003
- “Trends in Tunnel Contracting and Execution Risks, A Light Moving Toward You,” co-authored with H. Dorbin, North American Tunneling 2002, Seattle, Washington, May 18 - 22, 2002
- “Basic Project Execution Risk Management,” co-authored with P. Galloway, North American Tunneling 2002, Seattle, Washington, May 18 - 22, 2002
- “Add a Risk Profile to Your Tool Belt,” *Seattle Daily Journal of Commerce*, Seattle, Washington, March 29, 2001
- “How Owners Look at Construction Risk,” *Seattle Daily Journal of Commerce*, Seattle, Washington, March 29, 2001
- “Contractors: Remember the Golden Rule of Risk,” *Seattle Daily Journal of Commerce*, Seattle, Washington, March 29, 2001

Conference Presentations

- “Managing Risk in Project Execution: It Doesn’t End with the Plan,” The “Owner’s” International Construction SuperConference, London, United Kingdom, May 17 - 18, 2004
- “Reducing Project Risk Performance in Transportation Projects,” The Second Global Project Superconference, London, United Kingdom, May 15 and 16, 2003
- Co-Presenter, “Multinational Power Projects-A New Look at Risks, Removing Barriers, and Limiting Disputes,” Developing, Constructing, Operating and Securing Energy Power Projects, San Francisco, California, April 17, 2002
- Moderator, “Risk Management Techniques Which Public Owners Must Employ,” The Public Construction SuperConference, San Francisco, California, December 13, 2001
- “Basic Risk Management and Risk Profile Development,” Pacific Northwest Intergovernmental Audit Forum Annual Conference (PNIAF), Portland, Oregon, October 25, 2000

Dispute Resolution

Conference Presentations

- “New Ways to Build and Manage Project-Understanding International Claims,” co-authored with K. Nielsen, The Associated Owners and Developers’ 2004 National Conference, Atlanta, Georgia, September 27, 2004; New York, New York, October 1, 2004; Miami, Florida, December 3, 2004
- Co-Presenter, “Multinational Power Projects-A New Look at Risks, Removing Barriers, and Limiting Disputes,” Developing, Constructing, Operating and Securing Energy Power Projects, San Francisco, California, April 17, 2002

Jack L. Dignum
Representative Engagement Experience

Industry	Type	Project Name
Power	Nuclear	Bellefonte Options, TVA, United States (Alabama)
Power	Nuclear	Levy 1 & 2, Progress Energy Florida, United States (Florida)
Power	Nuclear	Vogtle 3 & 4, United States (Georgia)
Power	Nuclear	Zimmer Nuclear Power Plant, Moscow, United States (Ohio)
Power	Nuclear	Comanche Peak Nuclear Power Station, United States (Ohio)
Power	Nuclear	Washington Public Power Supply System, United States, (Texas)
Power	Nuclear	Hanford Nuclear Station, United States, (Washington)
Power	Cogeneration / Combines Cycle / Fossil Fuel	Kansas City Power and Light (KCP&L) Iatan Unit 1 and Unit 2
Power	Cogeneration / Combined Cycle / Fossil Fuel	Analope Valley Power Station, United States (Colorado)
Power	Cogeneration / Combined Cycle / Fossil Fuel	Delayed Coker Plant, Venezuela
Power	Cogeneration / Combined Cycle / Fossil Fuel	Laramie River Power Station, United States (Wyoming)
Power	Cogeneration / Combined Cycle / Fossil Fuel	Rabigh Power Station Engineering and Construction, Saudi Arabia.
Power	Cogeneration / Combined Cycle / Fossil Fuel	Sacramento Municipal Utility District Power, United States, (California)
Power	Cogeneration / Combined Cycle / Fossil Fuel	Combined Cycle Peaking Station, United States, (California)

<i>Jack L. Dignum</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Power	Cogeneration / Combined Cycle / Fossil Fuel	Paiton Units 7&8, Indonesia (Jakarta)
Power	Cogeneration / Combined Cycle / Fossil Fuel	Dearborn Power Plant, United States (Michigan)
Power	Cogeneration / Combined Cycle / Fossil Fuel	Scherer Fossil Power Plant, United States (Georgia)
Power	Hydroelectric	Dam and Hydroelectric Power Plant, Brazil.
Infrastructure / Transportation	Roadways	Sunshine State Skyway Bridge Replacement, United States (Florida)
Infrastructure / Transportation	Roadways	Kansas Department of Transportation, United States (Kansas)
Infrastructure / Transportation	Airports	Sea-Tac International Airport (Port of Seattle), United States (Washington)
Infrastructure / Transportation	Airports	O'Hare International Airport, Chicago, United States (Illinois)
Infrastructure / Transportation	Seaport	Seaport Facility, United States (Washington)
Infrastructure / Transportation	Rail	London Crossrail Project, United Kingdom. (London)
Infrastructure / Transportation	Rail	Paramatta Rail Link, Australia (New South Wales).
Infrastructure / Transportation	Rail	Road, Rail, Air and Port Projects, United States.
Infrastructure / Transportation	Other	Japan Ministry of Land, Infrastructure and Transport, Japan.
Infrastructure / Transportation	Other	Evaluation of State Contracting Methods, United States (Washington).
Infrastructure / Transportation	Other	Chicago Transit Bus Contract, United States (Illinois)
Infrastructure / Transportation	Other	City of Winnipeg, Audit of Project Management Practices, Canada (Winnipeg).

<p style="text-align: center;"><i>Jack L. Dignum</i> Representative Engagement Experience</p>		
Industry	Type	Project Name
Infrastructure / Transportation	Other	Fiber Optic Cable Upgrade, United States
Infrastructure / Transportation	Other	Fish Barrier Project (FBP) United States (Washington)
Industrial / Process	Oil / Gas	Nations Petroleum Steam – Flood Project, United States (California)
Industrial / Process	Oil / Gas	Kharg Island Oil Transfer Facility, International
Industrial / Process	Oil / Gas	Oil and Gas Facilities, International
Industrial / Process	Chemical / Petrochemical	Ethanol Plant, United States (Nebraska)
Industrial / Process	Chemical / Petrochemical	FMC Baltimore Sulfentrazone Plant, United States (Maryland)
Industrial / Process	Chemical / Petrochemical	FMC Fertilizer Plant, United States (Maryland)
Industrial / Process	Chemical / Petrochemical	Merck Pharmaceutical Plants, United States (New Jersey, Georgia)
Industrial / Process	Other	Schering-Plough Bulk Pharmaceutical Plant, Singapore
Industrial / Process	Other	Agricultural Derivatives Plants, United States (Maryland)
Buildings	Resorts / Casinos / Hotels	Resort and Casino, Las Vegas, United States (Nevada)
Buildings	Resorts / Casinos / Hotels	MGM Grand Fire Restoration, United States (Nevada)
Buildings	Other	Asbestos Litigation, United States
Buildings	Libraries	Harold Washington Library, United States (Illinois)
Other	Corporate Governance	International Engineering & Construction Firm, Audit of Practices and Program Development, United States, Finland, United Kingdom, Italy, Spain.
Other	Corporate Governance	Kvaerner Engineering and Construction, United States, Netherlands, United Kingdom, France.
Other	Other	California Public Utility Litigation, United States
Other	Other	Risk Management Program Development, Corporate Global



Areas of Expertise

- Management Consulting
- Corporate Governance
- Risk Management
- Prudence Analysis and Audit
- International Contracting
- Contract Administration
- Engineering and Construction Management
- Project /Program Management
- Damages Calculation
- Claims Prevention
- Claim Analysis / Negotiation
- Scheduling and Delay Analysis

Professional Experience

Mr. Owen is a Pegasus Global Holdings, Inc. Specialist Consultant. He has led a variety of management and forensic engineering analyses involving issues of engineering management, project and operations management, operations facility performance, management consulting and risk management assignments throughout the power, oil and gas, process, building and other industries. Mr. Owen has led and supported Pegasus-Global teams on engagements that have included audits and assessments of executive and operational management process. Mr. Owen's experience in the identification of risks and strategic evaluation of performance, prudence and related project specific and corporate issues is second to none. His many assignments in over 30 years have addressed planning, design, engineering, and contracts, engineering cost and efficiency and operations analysis on a variety of projects.

Mr. Owen played a major role on numerous projects evaluating design management of major capital projects. Mr. Owen has been responsible for the successful analysis of numerous utility and construction engagements, including forensic analysis on the performance failure of two electric generating stations; scheduling, delay and productivity analysis on utility, process, and commercial projects; and the evaluation of engineering performance on multibillion-dollar construction projects.

Mr. Owen has extensive experience in the power industry relating to design and control systems. Examples of this include the design of electrical protection and control schemes for hydroelectric power stations; substations and large industrial installations; power system studies and planning; design of oil-filled cable systems and development of computer programs for design calculations and design of large AC motors to 14,000hp.

Prior to joining Pegasus-Global as a Specialist Consultant, Mr. Owen was a Vice President and Director of The Nielsen-Wurster Group Inc., an international management consulting firm which specialized in management consulting, risk management and dispute resolution. While with Nielsen-Wurster, Mr. Owen had a full time position as its Chief Operations Officer and served as the president of one of its subsidiary companies which specialized in forensic engineering.

Mr. Owen also has extensive experience in the design and management of electric utility generation stations and transmission systems, was the Manager of the Thermal Division at Acres Consulting Services, Ltd. (Toronto, Ontario and Buffalo and New York). Prior to his employment with Acres, Mr. Owen was an Engineer with Atomic Power Constructors Limited (Sutton, Surrey, England), where he supervised the engineering design of the electric control systems for a nuclear power station and power system studies with the Central Electricity Board, UK.

▪ John L. Owen

Registrations and Certifications

- Association of Professional Engineers, Ontario

Education and Courses

Education

- H.N.C., Electrical Engineering, Salford Technical College, Salford, England
- Part III Electrical Engineering, Institution of Electrical Engineers, United Kingdom

Languages

- Spanish - conversational, reading and writing

Technical Papers and Presentations

Mr. Owen has authored and presented technical papers on risk management and engineering on power plants
(*see attached Technical Papers and Presentations*).

Conference Presentations

- “Risk Management for Independent Power Projects (IPP),” Power Gen. ‘93, Dallas, Texas, November 17 - 19, 1993
- “Project Risk Management in the Development of Small Industrial and Commercial Scale Cogeneration Facilities,” Northwest Cogeneration Conference, Bellevue, Washington, June 1991
- “Engineering Services Contracts-Their Administration and Management, Proceedings,” Project Management Institute Symposium, Denver, Colorado, October 1985
- “Standby Power Systems for Nuclear Facilities,” Canadian Nuclear Association, 17th Annual International Conference, Montreal, Canada, 1977
- “Fossil and Nuclear Power Plant Auxiliary Systems Reliability,” Canadian Electrical Association, Spring Meeting, Vancouver, British Columbia, March 1975

▪ John L. Owen

<p style="text-align: center;"><i>JOHN L. OWEN</i> Representative Engagement Experience</p>		
Industry	Type	Project Name
Power	Nuclear	Dungeness 600MW Nuclear power Generating station (UK)
Power	Nuclear	Wolsung 600MWe Nuclear Power Generating Station, South Korea
Power	Nuclear	Rio Tisara Nuclear Power Plan (Argentina)
Power	Nuclear	Cook Nuclear plant United States (Michigan)
Power	Nuclear	Clinton, United States, (IL)
Power	Nuclear	Trojan, United States, (OR)
Power	Nuclear	Seabrook 1&2, United States, (NH)
Power	Nuclear	Bellefonte, United States (TN)
Power	Nuclear	INEEL Spent Nuclear Fuel Storage Project, United States (Idaho)
Power	Nuclear	Peach Bottom1 & 2, United States (PA)
Power	Nuclear	Calvert Cliffs 1 & 2, United States, (MD)
Power	Nuclear	Douglas Pont Nuclear Plant, United States
Power	Nuclear	Shoreham Nuclear Plant, United States (New York)
Power	Nuclear	South Texas Project Nuclear Plant, United States (Texas)
Power	Nuclear	Comanche Peak Nuclear Plant, United States
Power	Nuclear	Millstone 3 Nuclear Plant, United States
Power	Nuclear	Pilgrim Nuclear Plant, United States
Power	Nuclear	Clinton Nuclear Plant, United States
Power	Nuclear	Vogtle Nuclear Plant, United States
Power	Nuclear	Washington Public Power Nuclear Plant, United States (Washington)

▪ John L. Owen

<p style="text-align: center;"><i>JOHN L. OWEN</i> Representative Engagement Experience</p>		
Industry	Type	Project Name
Power	Nuclear	Vogtle Nuclear Generating Station, United States (Georgia)
Power	Nuclear	Satop 3&5, United States (Washington)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Kansas City Light and Power, Iantan 1, United States (MO)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Sacramento Municipal Utility District Cogeneration Plant, United States
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Reid Gardener 4, United States (Washington)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Brighton Beach Power Plant, Canada
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Rabigh Project Combined Cycle Power Plant, Saudi Arabia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	PP9 Power Plant, Saudi Arabia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Campbell's Cogeneration Facility, United States (California)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Paiton 7 & 8, Indonesia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	JEA Northside, United States (FL)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Dearborn, United States (MI)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Scherer, United States (GA)

- John L. Owen

JOHN L. OWEN <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Santa Rita Power Plant, Batangas, Philippines
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Bay Shore Power Plant Project, United States (Ohio)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Cogeneration Plant, Lakewood, United States (New Jersey)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	CUC Power Plant (Curacao)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Jacksonville, United States (Florida)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Nikkisky, United States (Alaska)
Power	Hydro	Xialangi Dam, China
Power	Waste-to-Energy	Olmstead County Waste-to-Energy Plant, United States (Minnesota)
Power	Waste-to-Energy	Feather River Plant, United States (California)
Power	Waste-to-Energy	Imperial Valley, United States (California)
Power	Other	200 kW Transmission Line, Peru
Infrastructure / Transportation	Rail	Railtrack, United Kingdom
Infrastructure / Transportation	Rapid Transit	Merseytravel Authority, United Kingdom
Infrastructure / Transportation	Rapid Transit	Ministry of Transportation, Canada (British Columbia)
Infrastructure / Transportation	Rail	London Crossrail Project, United Kingdom (London)
Infrastructure / Transportation	Rail	Toronto Transit Commission Subway Line Expansion, Canada (Ontario)

▪ John L. Owen

<p style="text-align: center;"><i>JOHN L. OWEN</i> Representative Engagement Experience</p>		
Industry	Type	Project Name
Infrastructure / Transportation	Roadways	Ministry of Transportation, Canada (Ontario)
Industrial / Process	Pipeline and Refinery	Cadereyata Refinery and Oil Pipeline Project, Mexico
Industrial / Process	Oil / Gas	Combisa Cantarell EPC 22 Contract Claim Effort – Phase I, United States (Texas)
Industrial / Process	Oil / Gas	PEMEX Demineralization Plant, Mexico (Tula, Hidalgo)
Industrial/ Process	Gas pipeline	Alliance Pipeline (United States & Canada)
Industrial/ Process	Pipeline	Bolivia Pipeline, South America (Bolivia)
Industrial/ Process	Treatment Plants	West Point Secondary Treatment Facility, United States (Washington)
Industrial/ Process	Treatment Plants	West End Waste Water Treatment Plant, Canada
Industrial/ Process	Iron / Steel Manufacturing	NKK Steel Continuous Galvanizing Project, United States (Pennsylvania)
Buildings	Centers / Arenas	Washington State Convention Center, United States (Washington)
Buildings	Other	FedEx Hanger and Aircraft Maintenance facility, Ted Stevens International Airport, United States (Alaska)



GERALD W. TUCKER CPA (Inactive)

Specialist Consultant

Areas of Expertise

- Management Consulting
- Prudence Analysis and Audit
- Execution Management
- Forensic Cost Accounting
- Accounting and Finance
- Power Sales Agreement
- Damage Calculation
- Fraud/ Abuse/Waste
- Claims Analysis/Negotiation

Professional Experience

Mr. Tucker is a Pegasus Global Holdings, Inc. Specialist Consultant and provides assistance in accounting and financial matters for regulated utilities, management audit services for utility systems and cost damage quantification services in utility and construction projects. Projects have included numerous significant public facilities including roadway and bridge projects, nuclear power plants, fossil power plants and chemical refinery projects both in the United States and internationally. Mr. Tucker has performed reviews of financial management and accounting practices as part of Pegasus-Global's comprehensive management audits for various state and government agencies including:

- Management audits for the British Columbia Ministry of Transportation
- Cost and Management Audit for the Asheville North Carolina Water Authority
- Cost of service and cost allocation analyses for numerous electric and gas utilities located in the southern United States
- Bond default and cost analysis associated with the Washington Public Power Supply System

On management consulting engagements, he has provided extensive hands-on analysis for clients on the application and process of ratemaking in the regulated environment, reporting on financial information, cost allocation to all levels of regulatory authority, and public and private company cost accounting, and auditing issues. Mr. Tucker uniquely provides Pegasus-Global's clients with management expertise in all phases of the regulated utility industry, including reporting to the SEC, federal and state regulatory bodies. Mr. Tucker's experience includes development and application Cost of Service calculations and Cost Allocation for operating utilities in support of rate applications. In addition to these activities in support of rate applications, Mr. Tucker has negotiated both power sales agreements and the per year revenue of physical facilities.

Through the use of strategic advice and evaluations of project records, problems such as cost overruns and damages, cost analysis included assessment of damages associated with delays, disruptions relating to areas of manpower, costs and increased work scope; can be minimized or alleviated. Mr. Tucker has extensive hands-on analysis in the areas of construction cost auditing, forensic cost accounting, damages quantification analyses, cost allocation reviews and accounting financial management process reviews.

Prior to becoming a Specialist Consultant with Pegasus-Global, Mr. Tucker held the position of Vice President and Chief Financial Officer of The Nielsen-Wurster Group, Inc, an international management firm which specialized in management consulting, risk management and dispute resolution.

Prior to joining Nielsen-Wurster, Mr. Tucker's experience included the Controller for Central Power and Light Company (a \$1 billion annual revenue electric utility with \$3.5 billion in assets). In the position of Controller, Mr. Tucker was responsible for all accounting functions including tax, property, general and financial, budgets and payroll. The duties included reporting to the Securities and Exchange Commission and

▪ **Gerald W. Tucker**

Federal Energy Regulatory Commission (FERC), as well as primary responsibility for all rate filings in the retail and wholesale jurisdictions. The Department consisted of approximately 80 professional and clerical employees.

• **Registrations and Certifications**

- Certified Public Accountant (Inactive)

Education and Courses

- B.A., Accounting, University of Arkansas, Fayetteville, Arkansas

Memberships

- American Institute of Certified Public Accountants
- Texas Society of Certified Public Accountants

▪ **Gerald W. Tucker**

<p style="text-align: center;"><i>GERALD W. TUCKER</i> Representative Engagement Experience</p>		
Industry	Type	Project Name
Power	Nuclear	Salem and Hope Creek Nuclear Power Plants, United States (New Jersey)
Power	Nuclear	Cooper Nuclear Station, United States (Iowa, Nebraska)
Power	Nuclear	South Texas Nuclear Plant, United States (Texas)
Power	Nuclear	Shoreham Nuclear Plant, United States (New York)
Power	Nuclear	Salem Nuclear Plant, United States, (Pennsylvania)
Power	Nuclear	Washington Public Power Nuclear Plant, United States (Washington)
Power	Nuclear	Vogtle 3 & 4, United States (GA)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Kansas City Light and Power, Iantan 1, United States (MO)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Reid Gardener 4 United States, (Washington)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Merilectrica Power Plant, Colombia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Rabigh Project Combined Cycle Power Plant, Saudi Arabia
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Dearborn Power Plant, United States (Michigan)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Paiton Units 7 & 8, Indonesia (Jakarta)
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Engineering Design Group, United States, (Oklahoma)

▪ **Gerald W. Tucker**

<i>GERALD W. TUCKER</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Power	Cogeneration/ Combined Cycle/Fossil Fuel	Sacramento Municipal Utility District (Cosumnes Power Plant), United States, (California)
Power	Hydro-Electric	Casecnan Multi-Purpose Project, Philippines
Infrastructure / Transportation	Roadways	Texas Department of Transportation, United States (Texas)
Infrastructure / Transportation	Roadways	State Highway U.S. 290 Travis County, United States (Texas)
Infrastructure / Transportation	Roadways	Mississippi Department of Transportation, United States (Mississippi)
Infrastructure / Transportation	Roadways	Vancouver Island Highway, Canada (Vancouver)
Infrastructure / Transportation	Rail	Shaw Metro Station, United States (Washington)
Industrial / Process	Oil / Gas	Oman LNG Project, Oman
Industrial / Process	Process Facility	Campbell Soup Facility, United States, (California)
Buildings	Educational Facilities	Dormitory Authority of New York, United States (New York)



JENELLE BLACK

Supporting Consultant

Areas of Expertise

- Contract Management
- Project Management
- Environmental Research
- Monitoring
- Scope and Design
- Project Controls
- Change Management
- Design Management
- Management Consulting

Background

Ms. Black has over 25 years of experience in engineering and science implementation. As a Pegasus Global Holdings, Inc. (Pegasus-Global) Supporting Consultant she provides assistance to senior management with the analysis of events and identification of key issues, research and document management. She has extensive knowledge of a variety of online research tools. Ms. Black performs research, reviews and monitors budgets, develops databases and interfaces with clients and agencies in her role as Supporting Consultant.

Ms. Black has managed contracting and execution of research and monitoring projects, assisted scoping and project design development, reviewed and evaluated reports, coordinated efforts of analysis teams. She has designed document management databases, spreadsheets, exhibits and graphics for use in analyzing and displaying analyzed results.

In Addition she is experienced in the Microsoft Office suite, with a particular emphasis on developing, integrating, and presenting complex, Microsoft Excel data sets and graphics, statistical analysis database packages (SAS and SPSS); GIS mapping and analysis (ArcGIS).

Prior to joining the Pegasus-Global, Ms. Black managed and advised on environmental research and monitoring projects for agencies and environmental and engineering firms across the western United States. She has extensive experience in designing, managing, analyzing, and presenting results from large environmental data sets. She develops study plans for research, engineering, and monitoring projects, relying on her experience in field implementation and data management to guide those plans. She has worked with multiple landowners and agency personnel to engage them in large multi-cooperative projects and managed those relationships throughout the projects. She works with and advises project team members in developing and presenting reports.

In addition to Ms. Black's Project Management experience and expertise, her technical expertise includes: Stream geomorphology; headwater stream hydrology, geomorphology, and ecology; fish habitat assessment; slope stability assessment and stabilization; Washington State Watershed Analysis and other forest ecological assessment methods; environmental monitoring design and implementation; instrumentation development, installation and use; aerial photo interpretation; GIS mapping and analysis (ArcGIS); fluid mechanics and flows; chemical analysis and instrument maintenance; computer programming, spreadsheets, word processors, statistical analysis database packages (SAS and SPSS); outdoor emergency care.

Education

- BS in Aerospace Engineering, Princeton University, 1988
- MS Forest Hydrology, University of Washington - College of Forest Resources, 2001

Technical Papers and Presentations

- Benda, L., C. Veldhuisen, J. Black, 2003. Debris flows as agents of morphological heterogeneity at low-order confluences, Olympic Mountains, Washington: *Geologic Society of America Bulletin*, September 2003 p. 1110-1121.
- Black, Jenelle 2001. Summer temperatures in small stream sources on managed Olympic Peninsula timberlands. Master's *Thesis*, *University of Washington College of Forest Resources*.
- Reinhardt, T.; Black, J.; Ottmar, R. 1995. Smoke exposure at Northern California vegetation fires. *Health Hazards of Smoke*. Spring.
- Reinhardt, T.; Black, J.; Ottmar, R. 1995. Smoke exposure at Pacific Northwest wildfires. Radian Corporation. Available from: U.S. Department of Agriculture, Forest Service, Pacific Northwest Research Station 4043 Roosevelt Way, Seattle, WA 129 p.
- Reinhardt, T.; Black, J.; Ottmar, R. 1995. Smoke exposure at northern California wildfires. Technical appendices; Radian Corporation. Available from: U.S. Department of Agriculture, Forest Service, Pacific Northwest Research Station 4043 Roosevelt Way, Seattle, WA 129 p.

Memberships

- American Water Resources Association

Languages

German - conversational / good understanding of written word

<i>Jenelle Black</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Oil / Gas	Exploration and Production	Steamflood Project, United States
Infrastructure / Facilities	Engineering	U.S. Forest Service, Agency Representative for Holden Mine Storm Damage Emergency Repairs and Vehicle Bridge Replacement, Holden Village, WA.
Infrastructure / Facilities	Engineering	U.S. Army Corps of Engineers - Seattle District, East of Rose Lake Boat Launch Riverbank Stabilization, Rose Lake, ID.
Infrastructure / Facilities	Engineering	John Piper – Rolling Bay Landslide Slope Reclamation, Bainbridge Island, WA.
Infrastructure / Facilities	Engineering	U.S. Forest Service, Road Surveys, Southeast AK.

<i>Jenelle Black</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Infrastructure / Facilities	Environmental	Asian American Enterprises, Inc., Little Bear Creek Streambank Stabilization and Salmon Habitat Enhancement Biological Evaluation, Snohomish County, WA.
Infrastructure / Facilities	Environmental	Alaska Department of Transportation and Public Facilities, Ketchikan International Airport Runway Expansion – Government Creek Relocation, Ketchikan, AK.
Infrastructure / Facilities	Occupational Health	U.S. Forest Service, Evaluation of Smoke Exposure to Wildland Firefighters, Western United States
Natural Resources	Environmental	Pacific Lumber Company, Upper Eel River Watershed Analysis, Humboldt County, CA.
Natural Resources	Environmental	Pacific Lumber Company, Elk River/Salmon Creek Watershed Analysis, Humboldt County, CA.
Natural Resources	Environmental	Pacific Lumber Company, Lower Eel River/Eel River Delta Watershed Analysis, Humboldt County, CA.
Natural Resources	Environmental	Champion Pacific Timber Company, Landslide Hazard Area Identification, Pierce County, WA.
Natural Resources	Environmental	U.S. Forest Service, Upper Dungeness River Watershed Analysis, Olympic Peninsula, WA.
Natural Resources	Environmental	Rayonier Timberlands Operating Company, Wishkah Headwaters Watershed Analysis, Olympic Peninsula, WA.
Natural Resources	Environmental	Rayonier Timberlands Operating Company, East/West Humptulips Watershed Analysis, Olympic Peninsula, WA.
Natural Resources	Environmental	Sealaska Corp., Assessment of Log Jams and Large Wood Debris, Hoonah, AK.
Natural Resources	Environmental	Rayonier Timberlands Operating Company, Habitat Conservation Plan for Lake Ozette Sockeye, Olympic Peninsula, WA.
Natural Resources	Environmental	Rayonier Timberlands Operating Company, Palix River Salmonid Habitat Enhancement Monitoring, Pacific County, WA

<i>Jenelle Black</i> <i>Representative Engagement Experience</i>		
Industry	Type	Project Name
Natural Resources	Environmental	Crown Pacific, Assessment of the Influence of Debris Flows on Stream Channels, Olympic Peninsula, WA.
Natural Resources	Environmental / Engineering	Champion Pacific Timber Company, Assessment of Wood Debris Function in Streams, Klickitat Watershed, WA.
Natural Resources	Environmental/ Engineering	Rayonier Timberlands Operating Company, Assessment of Small Woody Debris Function in Very Small Streams, Olympic Peninsula, WA.
Natural Resources	Environmental / Engineering	Rayonier Timberlands Operating Company, Location of Perennial Stream Initiation Points, Olympic Peninsula, WA.
Natural Resources	Environmental / Engineering	Olympic Natural Resources Center, Investigation of Summer Temperatures in Small Stream Sources, Olympic Peninsula, WA.
Recreational	Other	Alpental Professional Ski Patrol, Alpental, WA

Exhibit 6

(KRN-6)

Examples of Pegasus-Global
Risk Management Engagements

Exhibit 6 (KRN-6)

Kris R. Nielsen

Selected Representative Engagements

Selected Risk Management Engagements:

- Wisconsin Public Service Company, WI, USA
- La Paloma Combined Cycle Plant, Bakersfield, CA, USA
- Rio Madeira Dam and Hydro Electric Plant, Brazil
- Ontario Ministry of Transportation – Risk Management Evaluation of The Rapid Transit Program for Metro, Canada
- GAPP Analysis for Foster Wheeler Energy, LTS, Foster Wheeler Emergia, Foster Wheeler Italiana, and Foster Wheeler PTL. Investment Group on a variety of construction projects, worldwide
- GAPP analysis to evaluate all Babcock Power, Inc. – Corporate processes and procedures relative to their current operations, USA
- SMUD – Combined Cycle Plant CA, USA
- Crossroads Cogeneration Plant, FL, USA

Selected Construction Claims Engagements:

- Covert Combined Cycle Plant MI, USA
- Red Hills Coal Fired Power Plant MS, USA
- Baytown Bridge, TX, USA
- Kewaunee Nuclear Plant – replacement steam generators
- Conoco Cogeneration Plant, TX, USA
- Elsta Cogeneration Plant, Terneuzen, The Netherlands

- Rabigh Combined Cycle Power Plant, Saudi Arabia
- Ave Fenix Power Plant, Argentina
- Merilectrica Gas Turbine Plant, Columbia
- PP9, Saudi Arabia

Selected Risk Management Papers and Presentations:

Invited, Keynote and Featured Presentations

- Panel Member, “The Engineers Responsibility for Risk Management,”
International Symposium on Social Management Systems, Annual Conference for the Society of Social Management Systems, Ying Chang, Hubei, China, March 9 - 11, 2007
- “Risk Management Techniques Evolving Project Management Tools For All Seasons,” The Third Civil Engineering Conference in the Asian Region (The 3rd CECAR), Seoul, Korea, August 16 - 19, 2004
- “How Risk Management is Causing an Evolution in Project Management Consulting,” 2003 Special Lecture Series, Kochi University of Technology, Kochi, Japan, November 21, 2003
- “Energy Development and Risk,” *Alternative Energy and Environmental Futures*, Boston University, Boston, Massachusetts, April 10, 2002
- “Construction Risk Management Simplified,” *University of Wisconsin*, Madison, Wisconsin, March 26 - 27, 2001
- “Principles and Practices of Effective Risk Management,” *University of Wisconsin*, Madison, Wisconsin, April 14 - 15, 1999

- “Construction Risk and Application to AusAID Projects,” AusAID, Canberra, Australia, August 21, 1998
- “Risk Allocation in Design-Build and BOT Projects,” Civil Engineering International Conference on Asian Infrastructure, Sustainable Development and Project Management, Manila, Philippines, February 19 - 20, 1998
- “What are Today’s Emerging Risks?” Identifying, Minimizing and Quantifying Construction Risk and Disputes, London, England, October 31 – November 1, 1996
- “Risk Management Analysis Techniques for Projects with Significant Environmental Issues,” co-authored with P. Galloway, ASCE-SAS Second Regional Conference and Exhibition, Beirut, November 16 – 18, 1995
- “Overlooked Risks-A Project Risk Manager’s Experience,” World Conference on Construction Risk, Singapore, October 5 - 6, 1995
- Co-presenter, “Project Risk Management-A Necessity for Today’s Engineered Projects,” *Tarumanagara University*, Jakarta, Indonesia, May 2, 1994
- “Anticipating Problems: Project Risk Assessment and Project Risk Management,” Chapter 6, “*Collaboration Management, New Project and Partnering Techniques*,” edited by H. Schaughnessy, John Wiley & Sons 1994
- “Project Risk Management,” *Panama Canal Commission*, Panama, April 20 - 22, 1994
- “Project Risk Management-Preventative Medicine for Your Project,” *Resolving Disputes in Construction Contracts through ADR Techniques*, Geneva, Switzerland, November 12 - 13, 1992

- “Project Risk Management,” *Alternative Power in New England Conference Book*, Farmington, Connecticut, November 7 - 8, 1989
- “Managing Risk on CM Projects,” Proceedings of CM Forum 84 Conference, Construction Management Association of America, Madison, Wisconsin, May 31, 1984

Publications

- “Some Practical Thoughts-Risk Allocation Regarding Airport Projects in China,” *IPBA Conference: Risk Allocations on Airports Session*, Beijing, China, April 23, 2007; also published on the Society of Social Management Systems (SSMS), *Internet Journal*, 2007
- “Force Majeure-Managing This Project Risk,” *Inter-Pacific Bar Association, 4th Annual Conference*, Singapore, May 3 - 6, 1994
- “Risk Management Lessons from Six Continents,” *Journal of Management in Engineering*, Volume 22, No. 2, pp. 61, April 2006
- “Project Risk Management-Achieving Goals,” co-authored with P.D. Galloway, 11th INTERNET World Congress on Project Management, Florence, Italy, June 16 - 19, 1992

Conference Presentations

- “De-Mystifying and Repositioning the Risks Between IOCs, NOCs and E&C Contractors,” The International Construction Superconference, London, United Kingdom, September 4, 2008
- “Large-Scale Railway Projects – Mitigating the Risks,” Panel Chairman, Inter-Pacific Bar Association, Los Angeles, CA, USA, April 29, 2008

- “Experienced Based Recommendations on Risk Allocations for Both Owners and Contractors,” *Practical Strategies for Successful International Projects*, São Paulo, Brazil, November 20 - 21, 2006
- “Risk-Based Processes that Assure Anti-Corruption Processes and Promote Transparency and Governance in Resource Extraction Industries,” co-authored with Patricia Galloway; *International Conference on Infrastructure Development and the Environment*, Aguja, Nigeria, September 10 - 15, 2006; *Society of Social Management Systems (SSMS), Internet Journal*, 2007
- “Case Study Summaries: Talk vs. Practice-or the Truth vs. Practice on Risk Management Usage by Contractors and Owners,” *Construction Institute Regional Conference*, Chicago, Illinois, June 15 - 16, 2006
- “Risk Management Lessons from Six Continents” ASCE Pipeline 2004 Conference, San Diego, California, August 2, 2004
- “Execution Risk Management in Design-Build Infrastructure Projects,” *Proceedings of the Construction Institute Atlantic Coast Construction Conference*, Tysons Corner, Virginia, May 12 - 13, 2004
- “Risk Identification and Allocation,” *Global Construction Superconference*, London, United Kingdom, November 5 - 6, 2001
- “Project Risk is Not Generic and Can be Improved during Conception to Birth of a Project,” *Infrastructure 2000*, San Francisco, California, June 7, 2000
- “Risk Management in the International Marketplace” *International Markets Conference*, The International Steering Committee of the American Consulting Engineers Council, Washington, D.C., June 5 - 6, 2000

- “Dealing with Risks on Nuclear Waste Sites,” The Environmental Superconference, Washington, D.C., April 28 - 29, 1999
- “Management Approaches to Construction Risk on Infrastructure Projects in Latin America,” The Latin American Market, The Fourth Annual Conference, Turnberry Isle Resort & Club, Aventura, Florida, November 17 - 19, 1998
- “The Essence of Construction Risk,” Minimizing Risks in Construction Projects and Resolving Construction Disputes, Hong Kong, September 28 - 29, 1998
- Moderator, “Minimizing Risks on International Projects by Developing and Maintaining Effective Project Documentation,” Worldwide Infrastructure Partnerships, New York, New York, June 24, 1998
- “Structured Risk Identification and Allocation as a Component of Construction Program Management: A Process that Knows No Boundaries,” *ASCE Washington, D.C. Convention, Session: International Contracting Practices*, Washington, D.C., November 11, 1996
- “Panel of Experts-Risks Most Overlooked,” World Conference on Construction Risk III, Paris, France, April 25 - 26, 1996
- “What are Today’s Emerging Risks?,” Seminar on Emerging Risks in Construction: How to Minimize, Manage & Avoid Disputes, New Orleans, Louisiana, May 10 - 12, 1995; Indian Wells, California, October 19 - 21, 1994
- “Project Risk Management: Concepts and Applications,” Seminar on Emerging Risks in Construction: How to Minimize, Manage & Avoid Disputes, New Orleans, Louisiana, May 10 - 12, 1995; Indian Wells, California, October 19 - 21, 1994

- “International Construction Projects-Managing Risk in the Field,” *World Conference on Construction Risk*, Paris, France, April 28 - 29, 1994
- Co-presenter, “Project Risk Management & Reviewing and Analyzing Damages” *Seminar on Managing Risk and Minimizing Disputes in Construction Contracts*, Hilton Head Island, South Carolina, October 6 - 8, 1993
- “Project Risk Management-Achieving Goals and Minimizing Disputes,” *Construction Superconference*, San Francisco, California, December 3 - 4, 1992
- “Risks and Liabilities of Specifications,” American Society of Civil Engineers Specialty Conference, San Diego, California, February 1981

Selected Construction Claims Papers and Presentations:

Invited, Keynote and Featured Presentations

- “Quantifying the Damages,” *Minimizing Risks in Construction Projects and Resolving Construction Disputes*, Hong Kong, September 28 - 29, 1998
- “Construction Scheduling: Preparation, Liability, Claims and Damages,” Panama Canal Commission, June 12 - 16, 1995
- “Standard Construction Contracts,” *Construction Disputes-Analysis and Management*, Winnipeg, Canada, November 1 - 5, 1993
- “Construction Disputes: Framing the Management Issue,” *Construction Disputes-Analysis and Management*, Winnipeg, Canada, November 1 - 5, 1993
- “Disruption / Productivity Cost Claim Analyses,” co authored with P. Galloway, *Construction Disputes - Analysis and Management*, Winnipeg, Canada, November 1 - 5, 1993

- “CPM Scheduling Delay: Window Analysis, Concurrency and Proof,” co authored with P. Galloway and M. Ramey, Construction Disputes-Analysis and Management, Winnipeg, Canada, November 1 - 5, 1993
- Co-presenter, “Schedule Delay Analysis,” *WASHTO Annual Conference*, Oklahoma City, Oklahoma, June 23 - 24, 1993
- “International Contract Administration Issues: Project Documentation, Dispute Proofs, Programmes and Productivity,” Training Workshop on International Construction Contracts and Contractor Claims, The International Development Law Institute (IDLI), Rome, Italy for the Finnish International Development Agency (FINNIDA), Helsinki, Finland, October 13 - 16, 1992
- “Overcoming Schedule Delay-Analyzing and Resolving this Project Nemesis,” co-authored with P. Galloway, *IIR National Construction Conference* in Sydney, Australia, August 28 - 29, 1991
- “Schedule Delay Concurrency Issue Analysis & Proof,” co-authored with P. Galloway, *International Cost Congress*, Paris, France, April 1990
- Co-program Leader and Papers, “Schedule Delay: A Productivity Analysis,” Kentucky Transportation Cabinet and Kentucky Transportation Center Critical Path Method Scheduling Course, Lexington, Kentucky, December 1989
- “The Techniques of Analysis and Pricing of Damages that Flow from a Construction Failure,” co-authored with P. Galloway and R.F. Jacobsen, *Construction Failure and Disaster Superconference*, New York, New York, March 23 - 24, 1988

- “Damages: The Cost Impact from Failures,” *Failures Handbook*, Albert Dib, Editor, Clark Boardman, 1985

Publications

- “Force Majeure-Managing This Project Risk,” *Inter-Pacific Bar Association, 4th Annual Conference*, Singapore, May 3 - 6, 1994
- “International Contract Administration Issues: Project Documentation, Dispute Proofs, Programmes, Productivity,” co authored with P. Galloway, IDLI, Rome, Italy, December 12, 1991
- “International Construction Dispute Proofs,” co-authored with P. Galloway, *Nordnet '91 Transactions: The Practice and Science of Project Management*, Trondheim, Norway, June 3 - 5, 1991
- “Schedule Delay Concurrency Issue Analysis & Proof,” co authored with P. Galloway, *The International Construction Law Review*, Volume 7, Part 4, October 1990, pp. 386 - 401
- “Evaluating the Contractor’s Right to Finish Early,” co authored with P. Galloway, *Project Management Institute Book of Proceedings*, Calgary, Canada, October 1990
- “Proof Development for Construction Litigation,” co-authored with P. Galloway, *The American Journal for Trial Advocacy*, Volume 7, No. 3, Cumberland School of Law of Samford University, Birmingham, Alabama, Summer 1984, *Yearbook of Construction Articles*, Volume 4, Federal Publications, 1985
- “Calculation of Lost Profits from Lost Business Opportunities,” co authored with J. Galeno, *Transactions of the Eighth International Cost Engineering Congress*

and 28th Annual Convention of the American Association of Cost Engineers,
Montreal, Quebec, Canada, June 26, 1984

- “Construction Failures: Litigation, Experts and Damages,” Manual for American Bar Association/American Society of Civil Engineers Conference on Construction Failures: Legal and Engineering Perspectives, Houston, Texas, October 1983
- “Schedule Control for Professional Construction Management Projects,” 1981
- “Construction Claims,” American Association of Cost Engineers, Atlanta Section, September 1978

Conference Presentations

- “New Ways to Build and Manage Projects-Understanding International Claims,” The Associated Owners and Developers’ 2004 National Conference, Atlanta, Georgia, September 27, 2004; New York, New York, October 1, 2004; Miami, Florida, December 3, 2004
- “Claims Identification & Management,” Foster Wheeler Law Department Conference, Warren, New Jersey, October 23 - 24, 2001
- “The Essence of Construction Risk,” Minimizing Risks in Construction Projects and Resolving Construction Disputes, Hong Kong, September 28 - 29, 1998
- “Proving Damages-The Techniques of Analysis and Pricing of Damages that Flow from Physical or Performance (Breach) Failures,” co authored with P. Galloway, Seminar on Emerging Risks in Construction: How to Minimize, Manage & Avoid Disputes, New Orleans, Louisiana, May 10 - 12, 1995; Indian Wells, California, October 19 - 21, 1994

- Co-presenter, “Project Risk Management & Reviewing and Analyzing Damages”
Seminar on Managing Risk and Minimizing Disputes in Construction Contracts, Hilton Head Island, South Carolina, October 6 - 8, 1993
- “Early Completion Claim Analysis and Expert Delay Analysis,” Seminar on Construction Issues Facing the Public Transportation Industry, Sacramento, California, April 28 - 30, 1993
- “Project Risk Management-Achieving Goals and Minimizing Disputes,”
Construction Superconference, San Francisco, California, December 3 - 4, 1992
- “Construction Economics as a Litigation Proof Tool,” *Conference Manual on Construction Dispute Proofs*, Princeton, New Jersey, September 1982;
Lake Buena Vista, Florida, May 1983; Minneapolis, Minnesota and Denver, Colorado, April 1984; Tampa, Florida and Boston, Massachusetts, May 1984;
Seattle, Washington, July 1986; New Orleans, Louisiana, April 1988;
New Orleans, Louisiana, April 1989; Scottsdale, Arizona, March 1990;
New Orleans, Louisiana, May 1990; San Antonio, Texas, April 1991
- “Productivity Analyses as a Proof Tool,” *Conference Manual on Construction Dispute Proofs*, Minneapolis, Minnesota and Denver, Colorado, April 1984;
Tampa, Florida and Boston, Massachusetts, May 1984; Seattle, Washington, July, 1986; New Orleans, Louisiana, April 1988; New Orleans, Louisiana, April 1989; Scottsdale, Arizona, March 1990; New Orleans, Louisiana, May 1990; San Antonio, Texas, April 1991
- “Construction Proof Concepts,” *Conference Manual on Construction Disputes Proofs*, Princeton, New Jersey, September 1982; Lake Buena Vista, Florida, May

1983; Minneapolis, Minnesota and Denver, Colorado, April 1984; Tampa, Florida and Boston, Massachusetts, May 1984; Seattle, Washington, July, 1986; New Orleans, Louisiana, April, 1988; New Orleans, Louisiana, April 1989; Scottsdale, Arizona, March 1990; New Orleans, Louisiana, May 1990; San Antonio, Texas, April 1991

- “Construction Proof Concepts,” “Construction Economics,” “Proving Damages,” and “Productivity Delay Damages Case Illustration,” *State of Florida Department of Transportation Construction Disputes Seminar*, Tallahassee, Florida, August 1989
- “Window Analyses: An Innovative Concept to Schedule Delay Analysis,” co-authored with P. Galloway, *Project Management Institute*, Philadelphia, Pennsylvania, October 1984
- “Preparing for the Utilities’ Future An ‘Attack Plan’ for Minimizing Disallowable Costs In Outage and Future Capital Construction,” co authored with P. Galloway, American Association of Cost Engineers, 8th Annual Mid Winter Symposium Transactions, New Orleans, Louisiana, February 1986; Project 2, 5th Annual Outage Symposium Proceedings, Cambridge, Massachusetts, May 1986
- Co-presenter, “Calculation of Lost Profits from Lost Business Opportunities,” Eighth International Cost Engineering Congress, Montreal, Quebec, Canada, June 26, 1984
- “Schedule Delay: A Productivity Analysis,” co authored with P. Galloway and J. Leverette, *Project Management Institute National Convention Proceedings*, Houston, Texas, October 1983

- “Construction Claims Damages Quantification,” *Federal Publications Construction Contract Litigation Seminar*, October 1977
- “Construction Claims Litigation,” Conference Manual, MCI Symposia, Inc. Chicago, Illinois, 1976
- “Construction Delay Claim Analysis,” “Life–Cycle Costing,” “Construction Economics,” Conference Manual on Profitable Construction Cost Estimating in Today’s Economy, presented in ten cities in 1976