###### C U R R I C U L U M V I T A E

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# Personal Details

Born: 16 November 1957 | Nationality: British | Marital Status: Married (1980) with four children

# Summary / recent activities

My work is typified by a sustained interest in two main areas:

* *optimising the experience of the built environment* – from early QA work, to Facilities Management, Briefing, Revaluing Construction, “senses, brain and spaces”, and for the last ten years has been focusing on a strongly interdisciplinary examination of the impacts of school designs on pupils’ learning. This stream of activities has been complemented by extensive involvement in built environment policy groups at UK, EU (ECTP, OECD) and international (CIB and World Bank) levels.
* *organisation and management in higher education* – starting with a PhD on managing professional firms, to the concept of supple systems, innovations in postgraduate research and, more recently, a major collaborative, cross sector, initiative on the management of academic workloads, which is currently providing insights into gender inequalities in HE. These activities have been informed by extensive practical experience, including Head of Department, Dean and Pro-vice Chancellor for Research and Graduate Studies.

The sections below highlight some activities around roles performed, projects won, papers published, invited presentations made and postgraduates supervised. The sections after that give more detail if required.

**Roles performed**

* Honorary Research Fellow, Department of Education, Oxford University (2016-2022)
* Emeritus Professor, University of Salford (2016-date)
* Independent researcher (2016-date)
* **President** of the UN established *International Council for Research and Innovation in Building and Construction* (CIB – Conseil International du Bâtiment) (2007-10) – first UK president in 30 years – 2000 members in 60 countries; Organising and hosting *CIB World Congress* in May 2010, with 650 papers received from ~50 countries and involvement of high level world organisations, such as: UNEP, WHO, OECD.
* **Pro-Vice Chancellor for Research & Graduate Studies** (2001-08) – in this period the percentage of research active academic staff at Salford University rose from 38% to 60%, whilst quality also rose.
* **Founding Director** (1993-1998) and now leading member of Salford’s *Research Institute for the Built and Human Environment*. This was the strongest UK built environment group by research power up to the 2008 RAE and is still the second strongest, as judged by the 2014 REF.
* **Professor** of Management in Property and Construction (1992-2016) - then youngest professor ever appointed at Salford University.
* **First** Chartered Building Surveyor to gain a PhD (1989) and then **Founding** **Director** *of Salford’s Programme of Post-graduate Research in Building Surveying* (1990-1993) – this innovative, industry collaborative programme has since grown to include a full range of disciplines and modes with an annual population of c250 PGRs mainly at PhD. Experience from this is currently being used to underpin joint *leadership of a new Research Methods module for PGT students* (full time and distance taught) that has already led to significant improvements in the quality of dissertations.
* **Internationally**: International peer reviewer for the Italian Evaluation of Research Quality 2011-2014 (VQR 2011-2014) exercise, in the areas of construction, engineering and architecture; Member of the OECD Technical Advisory Group (TAG) for the LEEP Instruments (Learning Environments Evaluation Programme) (from 2015); Invited member of the Research Task Force of the American Institute of Architects’ Committee on Architecture for Education (from 2015). Honorary Life Member of the CIB (2013); Invited Expert to the OECD Group of National Experts on Effective Learning Environments (from 2013); Invited member of the Advisory Council of The Academy of Neuroscience for Architecture – ANFA, based in San Diego (from 2013); Invited assessor for the Australian Research Council (from 2013); Invited member of the Evaluation Panel for the Swedish Research Council Formas’ strategic call “Sustainable Building and Urban Planning” (from 2013); Chair of the Scientific Committee for the *CIB World Building Congress*, May 2013, Brisbane; Member of the Executive Committee (2008-15) of the High Level Group of the *European Construction Platform* (2005-date); Invited international Board Member for the *International Construction Technology Information Institute* (NPO) led by Shimizu in Japan (2004-date); Member of international RQ08 research review panel of the Faculty of Engineering, *Lund University*, Sweden (2008); Visiting Scholar at *MIT*, USA (2004); Visiting Scholar at *QUT*, Australia – including the delivery of management training to senior staff (2004 repeated in 2005); International advisor to *Swedish Government* on "Competitive Building" Programme (1998-2007); Co-ordinator of CIB W-65 (Organisation and Management of Construction), 150 members from 25 countries (1996-2005) with *CIB Prize for Best Coordinator 2001-2004*.
* **In the UK**: Invited Member of the Advisory Group for the AHRC Project at Sheffield University “The Cultural Value of Architecture: A Critical Review with Specific Reference to UK Homes and Neighbourhoods” (2013); External Examiner at *University of Cambridge* for MSt in Interdisciplinary Design for the Built Environment (2011-2013);Member of *UK High Level Group of the Construction Technology Platform* (2004-date); Member of the *North West Science Council’s* Strategy Review Group (2005-06); Deputy Chair of the *North West University Association’s* Research and Development Strategy (2004-08);

**Projects won**

***Since 1991 have won research council contracts as PI or co-investigator valued at £5.9M. More recently have engaged in consultancy commissions. Current / recent projects / commissions include:***

* 2022-2022: Invited presentation (and workshop), **“The impact of classroom design on learning**”, to visiting Swedish educational group, organized by Forum Bygga Skola, London, 13 October 2022.
* 2022-date: Consultancy input (with Raphaella Mackenzie) on **“Teacher Conversations”** for VS America.
* 2022-2022: **Post-occupancy Evaluation** of the impacts a year later at Trumpington Park Primary School, for Gratnells Ltd.
* 2021-2022: Consultancy input as part of the PPMI-led team working on **“A study on smart, effective, and inclusive investment in education infrastructure”**, assessing the 27 countries of the EU for the European Commission, Directorate-General for Education, Youth, Sport and Culture.
* 2020-2021: Independent, longitudinal **observation and assessment of the Planning Learning Spaces intervention** at Trumpington Park Primary School, instigated by Gratnells Ltd.
* 2020-2020: **Workshopfor Forum Bygga Skola** on “The impact of classroom design on learning”, for visiting Swedish educational group, London, 23 January 2020.
* 2019-2019: Retained by two UK universities to assess the academic outputs of staff in the area of the built environment in preparation for the UK Government's upcoming **Research Excellence Framework** exercise.
* 2018-2019: Series of five articles (with Raphaella Mackenzie) for Gratnells Ltd, linking the HEAD project results to **day-to-day teaching practice** in the classroom.
* 2017-2020: Retained **strategic educational design advisor** as a member of Farrans Construction’s team delivering on their ESFA framework school building projects.
* 2017-2019: Consultancy inputs promoting good school design for Gratnells Ltd
* 2017-2018: Consultancy study (with Alberto Treves) for the World Bank (Moscow and Washington) to deliver **a state of the art World Bank report of the evidence of school building impacts on learning.** This study was based on the extant literature.
* 2017:2017: Consultancy study (with Dr Lucinda Barrett) providing a **Critical review of Project Minerva design** plans for the significant development of the The Haberdashers' Aske's Boys' Schoolestate. This study included an assessment of existing provision and of the development plan.
* 2017-2017: Consultancy study (with Dr Lucinda Barrett) of the **impact of physical school design on learning and transitions amongst Reception and KS1 primary school children**, for the Girls’ Day School Trust in the UK. This study involved case study fieldwork in five GDST schools.
* 2016-2017: Consultancy study (with Dr Lucinda Barrett) of the **potential impact of physical conditions of a sample of Romanian schools on learning outcomes**, for the World Bank, working for the National Centre for Technical and Vocational Education and Training Development in Romanian. This study involved a combination of desk studies and case study fieldwork in five Romanian schools.
* 2016-2016: Principal Investigator for **HEAD for Norway**, a study to translate the HEAD schools’ findings to the Norwegian context for the Norwegian Ministry of Education and Training. This study involved three case studies of schools in Norway.
* 2015-16: Contributed to **“The Value and Impact of Architecture: Schools”** Research Report, led by the Performance Consultancy.
* 2013-2014: Principal Investigator for £208,598 TSB **Knowledge Transfer Partnership with J Sainsburys**. This project was to investigate the holistic impact of retail spaces on customers’ buying behaviour.
* 2012-2015: Principal Investigator for £433,873 EPSRC project entitled **Holistic Evidence and Design: sensory impacts, practical outcomes (HEAD)**. This project is to investigate the impact of the built environment on pupils’ learning rates in schools taking a multi-sensory perspective within a neuroscience coordinating vision.
* 2011-2012: Principal Investigator for £30,000 project funded by Nightingale Associates, entitled **Understanding the sensory impacts of the built environment: an improved design process**, in collaboration with Blackpool Council Schools Department.
* 2010-2012: Principal Investigator for £65,899 project, funded by HEFCE, entitled **Promoting Positive Gender Outcomes in HE Through Active Workload Management.**
* 2007-2011: Leading initiation and first phase of a £41M, eight year (initially) consortium around a **Framework for Innovation and Research in MediaCityUK.** The core consortium involves: BBC, Cambridge University, Goldsmiths University, Lancaster University, MIT, North West Vision and Media and Salford University.
	+ 2010-2012: EPSRC and AHRC have provided funding of £2.7M for three years commencing in January 2010.
	+ 2010-2012: The North West Development Agency have provided funding of £630k to establish the project team that will manage and implement the project over the first 3 years. In addition developed notion for a NWDA funded (£3-4M was earmarked before NWDA dismantled) for creating and sustaining a Think, Play, Do Zone as a physical focus for FIRM in MediaCityUK.
* 2007-date: Principal Investigator on SCRI collaborative project with Manchester City Council entitled **Optimal Learning Spaces**. This project is drawing on the Senses, Brain and Spaces work to support sensory sensitive design so that school design can be optimised with learning in mind.
	+ 2007-2009, Phase 1: funded within SCRI, with a £10,000 contribution from MCC, the outputs of this phase have centred on an extensive synthesis of the literature linked to post occupancy evaluations, resulting in SCRI Report 2 setting out the “design implications” of taking this perspective.
	+ 2010-date, Phase 2: Collaborative action research with MCC centred on live schools project (Old Moat School) to track impact of interventions.
* 2007-2011: Principal Investigator on £92,000 HEFCE funded project **The Management of Academic Workloads (MAW): Creating a Community of Good Practice.** This project involves supporting a network of twelve UK universities, jointly developing good practice and disseminating it to the HE sector – see [www.research.salford.ac.uk/maw](http://www.research.salford.ac.uk/maw)
	+ 2007-2009, Phase 1 culminated in a major launch of a report on “Managing Academic Workloads: Improving Practice in the Sector” in September 2009.
	+ 2009-2011, Phase 2 involves an expansion of the network and continuation of its work as partners drive further into full implementation
* 2007-2012: Chairman and co-investigator of **Salford Centre for Research and Innovation (SCRI)** with Professor Ghassan Aouad, Professor Rachel Cooper, Professor Grahame Cooper, Dr. Mike Kagliogou, Peter McDermott, Professor James Powell, Professor Yacine Rezgui, Dr. Martin Sexton, Dr. Patricia Sterry, Joseph Tah, Lauri Koskela, Vian Ahmed on £4,948,218 EPSRC funded Salford IMRC Renewal (2007-11)
* 2004-2007: Co-investigator with Professor Alan Short of Cambridge University for an Arts Council for England / CABE project to create new *Guidance for clients for capital arts projects* (2007-08), building on the £121,967 AHRC fundedproject **Designing Dynamic Environments for Performing Arts.**

**Papers, articles and reports**

***Since 1987 have published over 180 publications. Recent publications include:***

* P.Barrett (2022) Interview published in El Tiempo (national newspaper in Columbia) “Infraestructura y aprendizaje, una estrecha relacion” (Infrastructure and learning, a close relationship), 6 pages, reporter Mateo Chacon Orduz, 3 October 2022.
* P.Barrett (with M.Hudson) (2022) “Planning Learning Spaces: Pedagogically-driven Shifts in Classroom Layouts”*,* in *Learning by Design*, Fall 2022, pp30-33.
* P.Barrett (2022) “Guest Editorial” of *Dialogues: The Compendium – Journals 2017-2021*, AIA-CAE, Fall 2022, pp1-2.
* P.Barrett (2022) *A Journey into Space*, Learning Spaces, Cambridge. An independent longitudinal assessment of an intervention in a primary school, involving pedagogically-led changes to spaces and layout.
* P.Barrett (2022) *A study on smart, effective, and inclusive investment in education infrastructure*, European Union, Luxemburg (executive summary and full report). Project assessed the 27 countries of the EU for the European Commission, Directorate-General for Education, Youth, Sport and Culture. My input, as part of the lead Lithuanian PPMI team, focused mainly on: methodology, cross case analyses and the development of a best practice country-level model.
* P.Barrett (2020) “Evidence for the impact of classroom design on learning: Implications for practice”, *Australian Educational Leader*, 42(1), ACEL, pp20-23.
* P.Barrett, A.Treves, T.Shmis, D.Ambasz, and M.Ustinova (2019) *The Impact of School Infrastructure on Learning: A Synthesis of the Evidence*, The World Bank Group, Washington.
* P. Barrett and L.Barrett (2019) "Primary schools must be Designed to enhance learning" in *Designing Buildings for the Future of Schooling: Contemporary Visions for Education*, edited by H.M. Tse et al, Routledge, Abingdon, Chapter 6, pp113-130.
* P.Barrett and M.Sharma (2018) Optimal spaces for those living with dementia: principles and evidence, *Building Research & Information*, Vol 47, No 6, pp734-46.
* P.Barrett (2018) *Top Ten Ways to Innovate the Primary School Classroom*, published with Gratnells, Harlow. Translated into Arabic 2019.
* P.Barrett (2018) Why Place Values are all important, *TES* (*Times Educational Supplement)*, London, 27 July 2018, pp54-55.
* P.Barrett (2018) Well designed classrooms can boost learning, case study on *EPSRC Lens on Research and Innovation* wepage: https://epsrc.ukri.org/newsevents/casestudies/well-designed-classrooms-can-boost-learning/
* P. Barrett (2018) “Lessons from schools for productive office environments: the SIN model” in *Creating the Productive Workplace: Places to Work Creatively,* edited by Derek Clements-Croome, Routledge, Abingdon, Third Edition, Chapter 7, pp111-24.
* P. Barrett and L. Barrett (2017) *Critical review of Project Minerva design,* confidential report for The Haberdashers' Aske's Boys' School,Nutbox Consultancy, Buxton.
* P. Barrett (2017) “Classroom Design Impacts on Learning: Evidence from the HEAD project”, in *Dialogues*, Issue 01 – Fall 2017, AIA-CAE, Washington, pp8-9.
* P. Barrett and L. Barrett (2017) *The impact of physical school design on learning and transitions amongst Reception and KS1 primary school children*, confidential report for the Girls’ Day School Trust, Nutbox Consultancy, Buxton.
* P. Barrett (2017) “Primary considerations for learners as individuals” *Learning Spaces: making more effective learning spaces*, Vol 3.4, Imaginative Minds Ltd, Birmingham, pp12-17.
* P. Barrett and L. Barrett (2017) *The potential impact of physical conditions of a sample of Romanian schools on learning outcomes*, confidential report for the World Bank, working for the National Centre for Technical and Vocational Education and Training Development in Romanian, Nutbox Consultancy, Buxton.
* Y. Zhang, P. Barrett, F. Davies and L. Barrett, (2017) “A field survey on the indoor environmental quality of the UK primary school classroom”, *British Journal of Nursing*, Vol 11, No. 10, pp492-96.
* P. Barrett and L. Barrett (2016) *“HEAD for Norway Knowledge Transfer Project for School Design for Learning”*, Report for the Norwegian Ministry of Education and Training, Nutbox Consultancy, pdf freely available on <http://www.skoleanlegg.utdanningsdirektoratet.no/artikkel/123/24/Kunnskapsoverforing-for-utforming-av-klasserom>
* W. Setiawan and P. Barrett, (2016) “The Built Environment Element of Economic Development in Post Conflict Response in Indonesia” in *Procedia – Social and Behavioural Sciences*, 234 (2016) pp478-87. doi:10.1016/j.sbspro.2016.10.266
* P.S.Barrett, F.Davies, Y.Zhang and L.C.Barrett (2016) “The Holistic Impact of Classroom Spaces on Learning in Specific Subjects”, *Environment and Behavior*, pp1-27. DOI: 10.1177/0013916516648735.
* Peter Barrett “Strong Evidence Found of the Impact of School Design on Learning” blog on the American Institute of Architects, Committee on Architecture for Education, AIAKnowledgeNet, <http://network.aia.org/committeeonarchitectureforeducation/blogs/dina-sorensen/2016/02/18/strong-evidence-found-of-the-impact-of-school-design-on-learning>, February 2016.
* P. Barrett (2015) “Design for Learning”, *Special Children, Meeting Children’s Additional Educational Needs*, Optimus Education, London, No 27, November / December 2015, pp8-10.
* P. Barrett, L. Barrett and Y. Zhang (2015), Teachers’ Views of their Primary School Classrooms, *Intelligent Buildings International,* <http://dx.doi.org/10.1080/17508975.2015.1087835>.
* Peter Barrett (2015) Innovate My School, “Top 10 ways to innovate the primary school classroom”, 10 June 2015, <http://www.innovatemyschool.com/industry-expert-articles/item/1442-top-10-ways-to-innovate-the-primary-school-classroom.html>
* Peter Barrett (2015) “New study concludes with strong evidence of the impact of school design on learning” *US Green Building Council Centre for Green Schools,* 18 May 2015, <http://www.usgbc.org/articles/new-study-concludes-strong-evidence-impact-school-design-learning>.
* Peter Barrett (2015) “Innovating the Primary School Classroom”, *Innovate UK Network, \_connect,* 28 April 2015, <https://connect.innovateuk.org/web/modernbuiltktn/article-view/-/blogs/innovating-the-primary-school-classroom>.
* Peter Barrett (2015) “The impact of classroom design on pupils’ learning: Final results of a holistic, multi-level analysis” *ANFA (Academy of Neuroscience for Architecture) article,* 11 March 2015 <http://www.anfarch.org/news/the-impact-of-classroom-design-on-pupils-learning-final-results-of-a-holistic-multi-level-analysis/>
* Peter Barrett (2015) “Classroom design can boost primary pupils’ progress by 16%”, *The Conversation*, 25 February 2015, <https://theconversation.com/classroom-design-can-boost-primary-pupils-progress-by-16-37996>.
* P. Barrett, F. Davies, Y. Zhang and L. Barrett (2015), The impact of classroom design on pupils' learning: Final results of a holistic, multi-level analysis. *Building and Environment,* Vol 89 (2015) pp118-133. <http://dx.doi.org/10.1016/j.buildenv.2015.02.013>.
* P. Barrett, Y. Zhang, F. Davies and L. Barrett (2015), *Clever Classrooms: Summary Report of the HEAD Project,* University of Salford, Salford. <http://ow.ly/Jz2vV>
* A. Williams and P. Barrett (2014) “Creating Sensory-sensitive Spaces” chapter in *BITE: Recipes or Remarkable Research*, edited by A. Williams, D. Jones and J. Robertson, Sense Publishers, Rotterdam, pp76-85.
* P. Barrett and E. Finch (2014) *Facilities Management: The Dynamics of Excellence,* Third Edition, Wiley-Blackwell, Chichester, 320 pp.ISBN 978-0-4706-7397-3.
* P. Barrett and L. Barrett (2013), *Promoting Positive Gender Outcomes in Higher Education through Active Workload Management*, University of Salford, Salford, 11 September 2013.
* P. Barrett, L. Barrett, and F. Davies (2013), Achieving a step change in the optimal sensory design of buildings for users at all life-stages*.* *Building and Environment*, 2013. **67**(0): p. 97-104. <http://authors.elsevier.com/sd/article/S036013231300156X>
* Peter Barrett (2013), Article in *Guardian Education Supplement*, “Changes in Classroom Environment Can Improve Learning”, 16 April 2013, p4.
* Peter Barrett (2013), Book Review: Enhancing Building Performance Shauna Mallory-Hill, Wolfgang P.E. Preiser and Christopher G. Watson, Wiley Blackwell, London, 2012, 360 pp (pb), *Construction Management and Economics*, DOI:10.1080/01446193.2013.783704. To link to this article: <http://dx.doi.org/10.1080/01446193.2013.7>
* P.S.Barrett, Y. Zhang, J. Moffat and K.Kobbacy (2013). "An holistic, multi-level analysis identifying the impact of classroom design on pupils' learning." *Building and Environment*. Vol 59, pp678-689. <http://dx.doi.org/10.1016/j.buildenv.2012.09.016> - most downloaded paper and selected as Best Paper for this journal in 2013 (with two others out of 1300 submitted).
* P Barrett & Y Zhang (2012), Teachers’ views on the designs of their primary schools, *Intelligent Buildings International*, 4:2, pp89-110, DOI:10.1080/17508975.2012.672305
* Y Zhang and P Barrett (2012), Factors influencing occupants’ blind-control behaviour in a naturally ventilated office building, *Building and Environment,* 54, pp137-147.
* Y Zhang and P Barrett (2012), Factors influencing the occupants’ window opening behaviour in a naturally ventilated office building, *Building and Environment,* 50, pp 125-134.
* A. Short, P. Barrett and A. Fair (2011). *Geometry and Atmosphere: Theatre Buildings from Vision to Reality*, Ashgate Publishing Company, Farnham.
* P Barrett and Z Hamid (2011) *Malaysian Revaluing Construction Workshop Report*, Malaysian CIDB / CREAM, Kuala Lumpur, Malaysia.
* P.S. Barrett, Y. Zhang and L.C. Barrett (2011). "A Child’s Eye View of Primary School Built Environments.", *Intelligent Buildings International* 3:2, pp107-123.
* L. Barrett and P. Barrett (2011) ‘Women and Academic Workloads: Career Slow Lane or Cul - de –Sac’, *Higher Education*, February 2011: Volume 61, no 2, pp141-155. DOI: 10.1007/s10734-010-9329-3.
* P. Barrett and L. Barrett (2010). "The Potential of Positive Places: Senses, Brain and Spaces." *Intelligent Buildings International* 2: 218-228. DOI:103763/inbi2010.0042
* P. Barrett, D. Amaratunga, R. Haigh, K. Keraminiyage and C. Pathirage (2010). *Summary Proceedings of the CIB World Congress: Building a Better World*, CIB / University of Salford, including 650 abstracts linked to full papers, which papers have been published under the same editorship as 26 individual CIB reports and are available via the CIB / ICONDA repository from: <http://www.disaster-resilience.net/cib2010/index.php> or <https://www.irb.fraunhofer.de/CIBlibrary/about.html>.
* P. Barrett (2010). “Creating Sensory-Sensitive Creative Spaces”, in *Proceedings of Colour, Light and Architecture*, edited by Pietro Zennaro, Universita Iuav di Venezia, Knemesi, Verona, pp187-92.
* Y Zhang and P Barrett (2010) “Findings from a Post-occupancy Evaluation in the UK Primary Schools Sector” in *Facilities: Special Issue on Environment Behaviour in Facilities Management*, Vol 28, No 13/14, pp641-56.
* L. Barrett and P. Barrett (2010) “Cycles of Innovation in Managing Academic Workloads” in *Higher Education Quarterly*, April 2010, Volume 64, no 2, pp183-199. DOI: 10.1111/j.1468-2273.
* P Barrett and M Sutrisna (2009) “Methodological strategies to gain insights into informality and emergence in construction project case studies” in *Construction Management and Economics*, Special Issue on Informality and Emergence in Construction, guest-edited by Paul Chan and Christine Räisänen, 27 (10), pp935-948.
* Peter Barrett and Yufan Zhang, (2009), *Optimal Learning Spaces: Design Implications for Primary Schools*, SCRI Report No2, SCRI, Salford.
* A Short, P Barrett, A Fair and S Macmillan, (2009) *Building Excellence in the Arts: A Guide for Clients*, CABE, London
* Peter Barrett and Lucinda Barrett, (2009), *Managing Academic Workloads: Improving Practice in the Sector*, LFHE, London.
* Peter Barrett, Martin Sexton and Angela Lee, (2008), *Innovation in Small Construction Firms*, Taylor and Francis, London, ISBN 9780415246415.

**Recent selected invited speeches**

* *Invited virtual presentation to Forum Bygga Skola Advisory Group,* “Idealized model for capital educational investment”, Sweden, 21 March 2023.
* *Invited virtual presentation to Forum Bygga Skola CPD session,* “Building a School for Humans”, Sweden, 21 March 2023.
* *Invited virtual contribution to expert Round Table session*, “Schools of the Future”, hosted by the World Bank in Vienna and involving the EIB and the EC, 16 March, 2023.
* *Invited virtual presentation and discussion*, “Evidence on the link between learning and infrastructure” to World Bank staff covering school reconstruction in the Philippines, 7 February 2023.
* *Invited presentation (and workshop),* “The impact of classroom design on learning”, to visiting Swedish educational group, organized by Forum Bygga Skola, London, 13 October 2022.
* *Invited opening keynote speech,* “The evidence for the impact of school infrastructure and classroom environment on learning”, delivered virtually to The Second Foundation Barco Forum on Education, Education Infrastructure, Universidad de los Andes, Bogota, Columbia, 4 October 2022.
* *Invited virtual presentation and discussion*, “Evidence on the link between learning and infrastructure” to local World Bank staff covering school reconstruction in Tonga, 30 May 2022.
* *Invited virtual presentation and discussion*, “Evidence on the link between learning and infrastructure” to local World Bank staff covering school reconstruction in Indonesia, 20 April 2022.
* *Invited keynote speech,* “If you want to know how something works – change it!
What has Covid shown us about the design of learning environments?”, delivered virtually
to the ICEIT Conference, Chengdu, 19 January 2021.
* *Invited keynote speech,* “The technology of human-centric learning spaces: blind spot or opportunity”, ICEIT Conference, Oxford, 12 February 2020.
* *Invited presentation (and workshop),* “The impact of classroom design on learning”, to visiting Swedish educational group, organized by Forum Bygga Skola, London, 23 January 2020.
* *Invited presentation,* "Evidence-based actions to enhance learning", at Didacta International Conference on Learning Environments, Fortezza da Basso, Florence, Italy, 10 October 2019.
* *Invited keynote presentation,* "Evidence for the holistic impact of educational spaces on learning", at NUI Galway, Lifecourse Institute, Ireland, 7 October 2019.
* *Invited presentation,* “Human-centric Design for Learning”,at HCL (lighting) event, Cabinet War Offices, London, 24 June 2019.
* *Invited keynote and workshops* for the Ministry of Education at GESS Education Fair, Dubai, United Arab Emirates: "Designing the empathetic classroom - so children can flourish", 28 February; "practical actions to achieve the empathetic classroom", 26-28 February 2019, Dubai World Trade Centre.
* *Invited keynote speech and workshop (with Dr L Barrett),* "The impact of the physical environment on learning", 14 February 2019; "Practical steps towards 'Clever Classrooms'", 15 February 2018, at Playing-Learning-Working Conference, Free University of Bolzano, Brixen / Bressanone, Italy, 14-15 February 2019.
* *Invited presentation,* "Optimal spaces for those living with dementia", at Environment and Design for Dementia Conference, University of Salford, 29 November 2018.
* *Invited keynote speech,* "The impact of classroom design on pupils' learning", at International Conference on Role of Innovative Learning Environment in Enabling Child's Holistic Development, organised by the World Bank / UNICEF and the Ministry of Preschool Education, Tashkent, Uzbekistan, 19 November 2018.
* *Invited organiser and moderator of workshop,* "School and Working Environment, as part of Healthy Buildings Day, Velux, Brussels, 26 September 2018.
* *Invited presentations and workshop*, "Implications of 'Clever Classrooms" for designing effective schools", Stockholm, 12 September 2018; "How to create optimal spaces for learning", Skovde, 13 September 2018, at Forum Bygga Skola events, Sweden, 12-13 September, 2018.
* *Invited presentation,* "Tensions and resolutions around the physical learning environment", at Department of Education, University of Oxford, 26 April 2018.
* *Invited presentations* at the GESS Education Fair, Dubai, United Arab Emirates: "Top ten ways to innovate the primary school classroom"; "Maximising the impact of the educational infrastructure on learning" and "How to make the most of your classroom and how to get students involved in active learning", 28 February 2018, Dubai World Trade Centre.
* *Invited presentation*, “Evidence-based school design for results”, at Education Buildings Scotland Conference, 22 November 2017, Edinburgh.
* *Invited keynote speech*, “Putting Indoor Climate to the Test: More Holistic School Renovation?”, at Indoor Climate Conference, Taastrup, Denmark, 24 October 2017.
* *Invited keynote speech*, “Impact of school design on pupils’ learning”, at Designing school and learning spaces of the future conference, Copenhagen, 4 October 2017.
* *Invited interlocutor*, at Transitions Europe seminar by Melbourne University, Regent’s University, London, 7 September 2017.
* *Invited seminar presentation*, “The impact of physical conditions of learning spaces on students’ outcomes” for the Education Global Practice Division of the World Bank, Washington, 10 August 2017.
* *Invited presentation*, “Impacts of classroom design on learning”, at Creative Education: Ambitions for the Next Generation of Manchester Schools, breakfast seminar, Albert Square, part of Manchester International Festival, 13 July 2017.
* *Invited presentation*, “20:20 vision for learning”, at BESA (British Educational Supplies Association) Summer Insights Day, London, 5 July 2017.
* *Keynote speech*, “Grounded theory: links to conclusions and other approaches”, to Postgraduate research workshop – qualitative research methodologies: society and the built environment, The Bartlett, UCL, London, 9 May 2017.
* *Eight keynote presentations*, “Clever Classroom: Sensory Impacts Matter”, for Velux breakfast seminars – Education: Design a Brighter Future, at: Manchester 5 April 2017; Birmingham, 7 July 2017; Leeds, 12 July 2017; Glasgow, 30 August 2017; Bristol, 13 September 2017; Dublin, 26 September 2017; Belfast, 27 September 2017; London, 18 October 2017.
* *Invited presentation*, “Is Daylight enough? Taking a holistic human perspective”, at 7th Velux Daylight Symposium – Healthy Climate-friendly architecture: from knowledge to practice, Berlin, 3 May 2017.
* *Invited keynote speech*, “How environments affect learning”, Early Years and Foundation Stage Conference, Girls’ Day School Trust, London, 17 March 2017.
* *Invited keynote speech*, “Clever Classrooms: Innovative spaces?”, at Innovative Educational Environments Seminar, Institute of Education, University of Lisbon, Lisbon,18 February 2017.
* *Invited keynote speech*, “HEAD in Norway”, at Utdanningsdirektoratets nasjonale konferanse om barnehage- og skoleanlegg [National Schools Conference], Sandnes, Norway, 28 September, 2016.
* *Radio Interview*, “Every Classroom Matters”.  This post is available at  <http://www.coolcatteacher.com/3-ways-classroom-design-impacts-student-learning/>, BAM Radio Network, US, 23 August 2016.
* *Invited presentation*, “Primary schools must be designed to enhance learning”, at seminar on school design, Department of Education, Oxford University, 22 June 2016.
* *Invited keynote speech*, “First Steps Towards Achieving Built Environments for Life”, at World Building Congress, CIB, Tampere, 2 June 2016.
* *Invited workshop* “HEAD for Norway – Stakeholder Workshop”, at Ministry for Education and Training, Oslo, 27 April 2016.
* *Invited Speech* “Clever classrooms: What aspects of infrastructure are important for learning outcomes?”, at World Bank / OECD seminar – Learning Environment as the Third Teacher, Almaty, Kazakhstan, 10 March 2016.
* *Invited keynote speech and interactive workshop* “Clever Classrooms for Enhanced Education”, at Building Blocks for Boys Conference of the International Boys’ Schools Coalition, Haberdashers’ Aske’s Boys’ School, 2 March 2016.
* *Invited Webinair* “Impact of Classroom Design on pupils’ performance” to European Schoolnet, 15 February 2016.
* *Invited presentation* “Impact of Classroom Design on pupils’ performance” to the All Party Parliamentary Group for Education, Portcullis House, Westminster, 9 February 2016.
* *Invited public seminar* “Clever Classrooms: Evidence for the impacts of classroom design on learning”, at Department of Education, University of Oxford, 25 January 2016.
* *Invited internal seminar* “Strong Evidence of Impact of Classroom Design on Pupils’ Performance”, for representatives of the Scottish Government’s Learning Directorate and the Scottish Futures Trust, Edinburgh, 26 November 2015.
* *Invited presentation* “Strong Evidence of Impact of Classroom Design on Pupils’ Performance”, US Green Building Council Research Summit: Childhood Health and School Buildings, Dunbar Senior High School, Washington DC, 17 November 2015.
* *Invited presentation / event* “Classroom Design Impacts on Pupils’ Performance”, Essex Record Office, Chelmsford, 12 November 2015.
* *Invited keynote speech* “Good Classrooms can Boost Pupils’ Performance”, EBDOG (Education Building Development Officers Group) Annual Conference, Weston Super Mare, 6 November 2015.
* *Invited contribution* of evidence to the Design Commission Inquiry examining the relationship between the Built Environment and Behaviour, House of Lords, 29 October 2015.
* *Invited presentation* “Clever Classrooms”, Group of National Experts on Effective Learning Environments, OECD, Paris, 15 October 2015.
* *Invited presentation and workshop*, “Clever Classrooms”, for Lincolnshire group of schools, 6 October 2015.
* *Invited webcast* “Well-designed Classrooms for Pupils’ Learning Progress”, for the US Green Building Council, 2 October 2015.
* *Invited presentation* “Boosting Learning Progress in Primary School Pupils Through Well-designed Classrooms”, The Future of Education 2015: Raising Standards, Old Trafford Cricket Ground, 24 June 2015.
* *Invited presentation and workshop* “Clever Classrooms” Norwegian Directorate for Education and Training, Oslo, 15 June 2015.
* *Invited presentation* “The Impact of the Built Environment on Educational Attainment” 21st Century Schools Conference, Constructing Excellence, Cardiff, 12 May 2015.
* *Invited internal seminar* “Clever Classrooms”, Department for Education, Sanctuary Building, London, 28 April 2015.
* *Invited podcast interview* “Peter Barrett on Classroom Design and Academic Achievement” Research Files Episode 9, Australian Council for Educational Research, 28 April 2015, <http://www.teachermagazine.com.au/article/research-files-episode-9-peter-barrett-on-classroom-design>.
* *Invited presentation and workshop* “Clever Classrooms”, Enquire Trust Leadership Residential, Scunthorpe, 23 April 2015.
* *Invited television programme contribution* “Good classrooms can boost kids’ school performance”, Newsround, BBC Childrens’ Television report, 6 April 2015 <http://www.bbc.co.uk/newsround/32190420>.
* *Invited presentation* “Clever Classrooms”, Hampshire Primary Heads Conference, Southampton, 26 March 2015.
* *Invited presentation* “Stimulating Environments: Beyond Comfort”, in the Designing to Promote Wellbeing In and Around Buildings, Ecobuild, Excel, London, 3 March 2015.
* *Radio interviews on launch of HEAD results* “Classroom design accounts for 16% variation in learning progress”: UCB, Pirate FM, Jack FM Oxfordshire, BBC Hereford and Worcester, BBC Radio Lancashire, Kennet FM, Signal 2, Waves Radio, Takeover Radio and Bolton FM.
* *Invited presentation* “Management of Academic Workloads”, Political Studies Association, Heads of Department Conference, Institute for Government, London, 5 December 2014.
* *Invited presentation and Panel Discussion* “Neuroscience and Design for Learning Environments”, Academy of Neuroscience for Architecture Conference, Salk Institute, La Jolla, CA, 20 September, 2014.
* *Invited presentation* “Overview and key data of an ageing Europe”, at the Construction and Built Environment: Future Horizons, ECTP conference, Brussels, 18 June 2014.
* *Invited talk* “Classroom Space Environment + Impacts on Pupils’ Performance”, to the All Party Parliamentary Group on Education, Portcullis House, Westminster, 11 February 2014. See link at: <http://www.educationappg.org.uk/2014/02/17/meeting-on-the-impact-of-the-classroom-environment-on-educational-attainment/>
* *Invited speech* (with Caroline Paradise) “Classroom Matters”, at the Education Estates Conference, Manchester, 27 November 2013.
* *Invited speech* (with Adrian Swain) “Creating an Environment for Optimum Learning”, at the Blackpool Schools’ Partnership Annual Conference, Winter Gardens, Blackpool, 4 November 2013.
* *Invited keynote* speech “School Spaces + Variations in Pupils' Performance”, at the Annual National Conference on School Planning of the Norwegian Directorate of Education – Space for Variation, Oslo, 24 September 2013.
* *Invited presentation* “Interdisciplinary Design for the Built Environment: What, How, but also … Why?”, MSt in Integrated Design for the Built Environment, Cambridge University, 18 July 2013.
* *Invited Interview Contributions* to BBC Radio 4 Programme “The New North” examining the impact of new arts buildings in the North of England – broadcast in two parts 13.30-14.00, 26 May and 2 June 2013 (main contribution in second programme).
* *Presentation* in W98 parallel session on “Evidence-based Performance Enhancement for the Built Environment”, at the World Building Congress at QUT, Brisbane, 8 May 2013.
* *Invited member of plenary discussion panel* on "Impact of Research and Development on Construction", at the World Building Congress 7 May 2013 at QUT in Australia.  The other panel members were Australia's Chief Scientist, the Chief Scientist for Western Australia and the Director General of CSTB in France.
* *Invited Webinair presentation* "Sensory Design in UK Primary Schools - Concepts Used / Lessons Learnt" in Working, Healing and Learning Environments. CIB Technology Webinairs, CIB, 22 April 2013. <https://inive.webex.com/inive/lsr.php?AT=pb&SP=EC&rID=55069617&rKey=8695DD372E092188>.
* *Keynote Speech* “Managing Academic Workloads”, UCEA Conference, Ambassadors Hotel, London, 20 March 2013.
* **Several interviews about schools’ research:**
	+ Interview by “World Architecture News”, 8 January 2013 podcast released *“Designing for Better Education”* [**http://www.worldarchitecturenews.com/index.php?fuseaction=wanappln.showonthemove**](http://www.worldarchitecturenews.com/index.php?fuseaction=wanappln.showonthemove)
	+ Interview by "Monocle", 8 January 2013 podcast within programme at attached link at 31-38 minutes [**http://monocle.com/radio/shows/midori-house/310/**](http://monocle.com/radio/shows/midori-house/310/)
	+ Interview on Southern California Public Radio programme “Take Two”, 7 January 2013, 9.25am *“Study shows classroom design can have significant influence on kids’ grades”* [**http://www.scpr.org/programs/take-two/2013/01/07/29971/study-shows-classroom-design-can-have-significant-/**](http://www.scpr.org/programs/take-two/2013/01/07/29971/study-shows-classroom-design-can-have-significant-/)
* *Invited presentation* “Findings of the ‘Managing Academic Workloads’ Project”, GuildHE Human Resources Network, Woburn House, London, 12 December 2012.
* *Invited presentation “*The Value of the Built Environment in Society” Professors and Visiting Professors Lecture Series, School of the Built Environment, University of Salford, 5 December 2012.
* *Invited presentation* “HEAD Project Results”, Design of Learning Environments Symposium, School of Architecture, University of Sheffield, 21 November 2012.
* *Invited presentation* “Classroom matters” and *panel member* “How do we create decent schools”, BCSE Building Better Schools Conference “Innovating in an Age of Uncertainty”, Liverpool, 13 November 2012.
* *Invited presentation* “Identifying and representing users’ needs in design”, Manchester Architectural Research Centre, University of Manchester, 23 October 2012.
* *Invited workshop* “Research Methodologies”, MSt in Integrated Design for the Built Environment, Cambridge University, 19 June 2012.
* *Invited presentation* with Dr Alastair Fair “Geometry and Atmosphere”, MSt Interdisciplinary Design for the Built Environment, Cambridge University, 18 June, 2012.
* *Invited Panellist* “What is a decent school standard?”, BCSE Decent School Standard Workshop, University of Bedford, 25 January 2012.
* *Invited contribution* “Tough Choices: what does the evidence tell us as we work towards a decent school standard?”, BCSE Annual Conference – Building Better Schools, West London Free School, 10 November 2011.
* *Invited plenary speech*, “Disaster Management: Working With Rocks and Levers”, and *leading* “Reflective Discussion at the end, International Conference on Building Resilience, Kandalama, Sri Lanka, 19-21 July 2011.
* *Invited presentation* with Dr Lucinda Barrett “Management of Academic Workloads”, AGM of CHOBE the Heads of Built Environment Departments Group, Liverpool John Moores University 10 March, 2011.
* *Invited presentation* “Client’s Role in Construction Briefing”, I2P Briefing Project Industry Workshop, Copenhagen, 23 November 2010
* *Presentation* “Creating Sensory-Sensitive Creative Spaces”, Conference “Colour, Light and Architecture”, IUAV, Venice, 11 November 2010,
* *Invited presentation* with Dr Lucinda Barrett “Management of Academic Workloads”, AGM of the Association of Heads of Psychology Departments, RIBA, London, 22 October 2010.
* *Invited presentation* “The Management of Academic Workloads: Improving Practice in the Sector”, UUK conference with CHERI and HEFCE on “The Changing Academic Profession”, Woburn House London, 22 June 2010.
* Opening and closing *presidential plenary speeches* to the CIB World Congress “Building a Better World”, The Lowry, Salford Quays, 10-13 May 2010.
* *Invited contribution* “Optimal Learning Spaces: Design Implications for Primary Schools” to final session of the “Great Schools Enquiry” chaired by Baroness Estelle Morris and hosted by the British Council for School Environments, London, 25 January 2010.
* *Co-organiser and opening speech* “The Management of Academic Workloads: Improving Practice in the Sector”, Management of Academic Workloads Workshop, Leadership Foundation for Higher Education, London, 11 January 2010.

**Awards**

2016 Honorary Research Fellow, Department of Education, Oxford University (2016-date)

2015 Finalist in the Research and Development category of the *Green Gown Awards 2015* for the impact of the HEAD project / Clever Classrooms work.

2013 Best Paper 2013 *Building and Environment,* for "An holistic, multi-level analysis identifying the impact of classroom design on pupils' learning." *Building and Environment*. Vol 59, pp678-689. <http://dx.doi.org/10.1016/j.buildenv.2012.09.016> - most downloaded paper and selected as Best Paper for this journal in 2013 (with two others out of 1300 submitted).

2013 Made the 12th Honorary Life Member of the Conseil International du Batiment (CIB) in its 60 year history. The citation was "in appreciation of his devotion to CIB and what it stands for and in particular in recognition of his contributions as Commission Coordinator, Champion of the CIB priority theme Revaluing Construction, Board Member, Chair of the CIB Programme Committee, President, Main Organiser of the 2010 CIB World Building Congress and Immediate Past President”.

2004 Best CIB Co-ordinator for work undertaken in W-65 (2001-2004)

2004 Honorary life member of the Portuguese Academia Nacional de Belas Artes for contribution to postgraduate research.

2002 Highly Commended Award by Literati Club Awards for Excellence for Paper on 'Improving the business process of reactive maintenance projects', published in Facilities Vol 20, No 7, 2002. Joint paper with Kerun Nita Ali, Ming Sun, and Gary J Petley.

1994 Awarded best paper at the A.J.Etkin International Seminar on Strategic Planning Construction Companies Conference, Haifa, Israel, June 8-9, 1994. Paper entitled **“Quality Management for the Construction Professional: What a Mess!”**

1992 Commended (runner up) in national "Young Chartered Surveyor of the Year Award" for research and educational activities.

1990-1993 Awarded RICS Teaching Fellowship

1. RICS Guy Briscoe Prize Paper Award for “The Ideal Surveyor”

**Postgraduate research supervision**

***Have supervised twenty postgraduate research students to successful conclusions. Supervising up until leaving Salford in March 2016:***

* *Robert Stott* – Professional Doctorate (2011- date: transferred to Barrett 2015) on “Corporate Asset Management Planning within the UK Higher Education Sector”.
* *Weng Keomg Kong* *–* PhD (2015-date) on “Strategic Management in the Construction Industry: When East meets West”.
* *Johnny Yip –* PhD (2015-date) on “Managing the implementation of FM organisations”.
* *Kirsi Taivalantti –* PhD (2015-date - online) on the “Social Psychology of Higher Educational Spaces”.
* *Kathryn Yates –* PhD (2011-date: transferred supervisor to Barrett 2015) on “The Impacts of an Integrated Health and Social Care System on People With Dementia”.
* *Karl Fletcher* – Professional Doctorate (2012-date; transferred supervisor to Barrett 2014) on “Facilities management and school performance”.
* *John Forde -* Professional Doctorate (2012-date) on “Realizing the Potential of Knowledge Workers: an investigation of staff motivation and effectiveness in the built environment sector”.
* *Femi (Olorunfemi) Balogun* - Professional Doctorate (2011-date) on “Innovation in Small Quantity Surveying Firms in Nigeria”.

# Employment History

**2016-date Independent academic researcher and consultant**

**1988-2016 At the University of Salford**

***Main roles***

2014-2016 Research Director for the Salford Institute for Dementia

1992-2016 **Professor** of Management in Property and Construction (then youngest professor ever appointed at Salford University).

1993-2016 **Founding Director** (1993-1998) and now leading member of Salford’s *Research Institute for the Built and Human Environment*. This is the strongest UK built environment group by research power as judged by the 2008 RAE and was double 5\* rated in 2001 and so received of 34% of national QR funding for the built environment area then.

***Other roles***

2001-2013 **Chair** of the £3M EPSRC *Salford Centre for Research and Innovation* (SCRI), renewed for £5M from 2007-2012 and now continuing as a multi-disciplinary focus for synergetic projects.

2006-2008 Member of the University Strategic Leadership Team

2003-2006 **Chair of the Equal Opportunities Committee** – first University to publish staff survey from which strategy created and in process of active implementation

2001-2008 Member of University Council

2001-2008 **Pro-Vice Chancellor for Research & Graduate Studies** – in this period the percentage of research active academic staff has risen from 38% to 60%.

2001-2006 Member of the University Executive Group and Budget Sub-committee

2000-2008 Chairman of the University Transparency Review Steering Committee and University Workload Balancing Steering Group – only university in UK to inform TR from a university-wide WLB system that also supports activity costing.

1998-2000 Chair of the Faculty of Business and Informatics WLB Working Party

1998-2001 **Dean**, Faculty of Business and Informatics (215 academics)

1998-2006 Member of University Senior Management Team (SMT)

1996-1998 **Director**, [TIME Research Institute](http://www.salford.ac.uk/time/) (135 academics)

1993-1996 **Chairman** of the [Department of Surveying](http://www.surveying.salford.ac.uk/)

1993-1998 **Director** of the 5/5\* [Research Centre for the Built and Human Environment](http://www.surveying.salford.ac.uk/buhu/) (within TIME research Institute) – responsible for RAE submission.

1992-2008 Member of Senate

***Within the Division of Quantity and Building Surveying, Department of Civil Engineering***

 ***and then, from 1991, in the Department of Surveying***

1992-1996 Director of Facilities Management Research Unit within the Department of Surveying

1992-1993 Director of Staff Development

1992-1993 Member of University TQM Initiative Group

1991-1993 **Director of Policy Coordination** - developed departmental strategy, which for ten years underpinned the emergence of the University’s most successful school.

1991-1992 Final Year (Surveying) Projects Tutor

1990-1993 **Director of Programme of Post-graduate Research in Building Surveying** - conception, design and promotion of sponsored Programme of Postgraduate Research in Building Surveying involving 28 collaborating surveying firms and an annual intake of around 15 postgraduates. This has since grown to include range of disciplines and an annual population of c250 PGRs mainly at PhD.

1990-1993 Chairman of Departmental Teaching and Learning Committee

1989-1990 Divisional Research Subject Leader for Management, IT and Expert Systems

1988-1991 **Admissions Tutor** Building Surveying

1988-1991 Occasional lectures to various Masters courses. From January 1991 organiser and principal input to quarterly research methodology workshops associated with Department's Postgraduate Programme of Research

**1985-1988 At South Bank Polytechnic, London**

Senior Lecturer Department of Building Economics – teaching: Management, Maintenance, and Draughtsmanship

1987-1988 Acting Course Tutor for BSc(Hons) Building Surveying, South Bank Polytechnic. Successfully introduced student assessment of staff within the department. This became the model throughout the Faculty of the Built Environment.

1985-1988 Member of Course Planning Committees for three undergraduate courses and one postgraduate course, with particular responsibility for management aspects.

**1976-1985** ***in industry as a Chartered Building Surveyor***

Experience of running a wide variety of public and private building projects in the commercial, educational and domestic sectors carrying out briefing, design, specification, cost control and inspection functions for both small and larger firms.

**1984-1985 Hunter & Partners, London**

Emphasis on Housing Association and Local Authority housing refurbishments. Also internal advice on practice management regarding organisational structures and incentives.

* 1. **Buckell and Ballard, Oxford**

 Ditto, but with a great number of building surveys and some commercial work

**1976-1982** **King and Chasemore,Oxford**

All aspects of Building Surveying with an emphasis on refurbishments / alterations of educational buildings and barn conversions.

# Educational / Professional Background

2007 **Doctor of Science** (DSc) awarded by the University of Salford

2002 Accepted into **membership** of The Institute for Learning and Teaching

1989-2016 **Fellow** (FRICS) of the Royal Institution of Chartered Surveyors

1. **PhD** (CNAA) “Practice Management in Selected Construction-related Disciplines” – first Chartered Building Surveyor to gain a PhD.

1986 - 1989 Part-time study whilst at South Bank Polytechnic, and then Salford University, towards PhD

1984 **MSc** Construction Management, Brunel University

1981 - 1983 Part-time study at Brunel University towards MSc in Construction Management

1981-1989 **Professional Associate** (ARICS) of the Royal Institution of Chartered Surveyors (Building Surveying Division)

1976 - 1980 Part-time study at Reading College of Technology towards RICS external exams

1969 - 1976 Woodgreen Comprehensive School, Witney, Oxon

(4 ‘A’ Levels including two at grade A, Under 17 javelin champion for Oxfordshire)

# ****International, National and Regional Activities****

## International Committees / Roles

***Current roles***

2016-2016 International peer reviewer for the Italian Evaluation of Research Quality 2011-2014 (VQR 2011-2014) exercise, in the areas of construction, engineering and architecture.

2015-date Member of the OECD Technical Advisory Group (TAG) for the LEEP Instruments (Learning Environments Evaluation Programme).

2015-date Invited “collaborating scholar” with the (US) National Centre for the 21st Century Schoolhouse <http://go.sdsu.edu/education/schoolhouse/collaborating-scholars.aspx>, plus publications in bibliography.

2015-date Invited member of the Research Task Force of the American Institute of Architects’ Committee on Architecture for Education.

2013-date Invited member of the Advisory Council of The Academy of Neuroscience for Architecture – ANFA, based in San Diego.

2013-date Invited Expert to the OECD Group of National Experts on Effective Learning Environments.

2013-date Invited assessor for the Australian Research Council (ARC).

2013-date Invited member of the Evaluation Panel for the Swedish Research Council Formas’ strategic call “Sustainable Building and Urban Planning”

2012-2013 Chair of the Scientific Committee for the CIB World Building Congress, Brisbane, Australia.

2008-date Member of the Executive Committee of the European Construction Technology Panel responsible for guiding strategy implementation.

2007-2010 President of the International Council for Research and Innovation in Building and Construction (CIB – Conseil International du Bâtiment) - 2000 members in 60 countries.

2005-date Member of European Construction Technology Panel, High Level Group (HLG) responsible for creation of a Strategic Research Agenda that is informing FP7.

2004 -date Invited international Board Member for the International Construction Technology Information Institute (NPO) led by Shimizu in Japan.

1996-date Co-ordinator (1996-2005) and member of CIB W-65 (Organisation and Management of Construction), 150 members from 25 countries

1996-date Member of CIB W-96 (Architectural Management)

***Other roles***

2009-2010 Host and organiser for the CIB World Congress, “Building a Better World”, 10-13 May 2010. 650 papers received from ~50 countries and involvement of high level world organisations, such as: UNEP, WHO, OECD.

2009 Visiting Scholar, Centre for Facilities Engineering, Stanford University, USA

2008-2008 Member of international RQ08 research review panel of the Faculty of Engineering, Lund University, Sweden.

2006-2008 Core member of consortium with Cambridge/MIT (CMI) that created a strategic clients’ forum for construction.

2004 -2007 Member of the CIB Board and Programme Committee Chair

1. Visiting Scholar at MIT, USA

2004 Visiting Scholar at QUT, Australia – including the delivery of management training to senior staff (repeated in 2005).

2002-2012 Champion for CIB Proactive Theme in the area of Revaluing Construction – has already led to significant changes to UK and EU research strategies for construction

* 1. Member of the CIBdf Steering Committee for the EU PeBBu project

1998-2001 Member of the CIB Board

1998-2007 International advisor to Swedish Government on "Competitive Building" Programme

1996-2008 Member of CIB W-99 (Quality and Safety on Construction Sites)

1989-1996 Member of International Council for Building Research, Studies and Documentation (CIB) Working Commission on Quality Assurance (W88)

## **National and Regional Committees / Roles**

***Current roles***

2004-date Member of UK High Level Group of the Construction Technology Platform

2013-2014 Invited Member of the *Advisory Group* for the AHRC Project at Sheffield University “The Cultural Value of Architecture: A Critical Review with Specific Reference to UK Homes and Neighbourhoods”.

2007-2010 Academic member of the Department of Business, Enterprise and Regulatory Reform’s Advisory Group for “Innovation in Construction Services” initiative

***Other roles***

2005-2006 Member of the North West Science Council’s Strategy Review Group

2004-2008 Deputy Chair of the North West University Association’s Research and Development Strategy Group – have successfully championed the inclusion of the economically significant, but distributed sectors, such as construction and professional services.

2000-2001 Invited member of the EPSRC Construction Sector Target Advisory Group (STAG).

1995-1998 Member of the UK National Construction Research and Innovation Strategy Panel

* 1. Member of the UK Government's Department of the Environment Quality Liaison Group (six members) – developed a quality management strategy for British construction.
	2. Founding Editor of the RICS Research Paper Series

1992-1998 Chairman of the RICS Research Committee

1992-1998 Deputy Chairman (1995) of the Construction Industry Council Research and Development Committee

1992-1994 Co-opted member of new RICS Interdivisional QA Steering Group

1991-1992 Chairman of RICS Research Committee Working Party on Research Priorities Strategy. Developed the RICS strategic direction for research over the next five years which was then accepted by the General Council.

1990-1994 Elected to RICS General Council in national ballots (1990 and 1992)

* 1. Chairman of RICS Building Surveying Research Steering Group. Previously Research Sub-committee, now reports direct to Executive Committee.

1990-1992 Alternate to Professor Peter Brandon on Construction Industry Council (CIC), Research and Development Committee representing the RICS

1990-1991 Building Surveying Representative to RICS Professional Conduct Committee

1989-1990 Member of RICS Building Surveyors' Division Members Affairs Committee

1988 Member of Royal Institute of Chartered Surveyors (RICS Building Surveyors' Divisional Research Working Party

## Editorial and Refereeing Activities

***Current roles***

2015-date Referee for proposals to the Nuffield Foundation.

2015-date Referee for proposals to the Leverhulme Trust.

2015-2015 Member of the Jury for the Innova Design Solutions “Lab of the Future” Schools competition [video at <https://www.youtube.com/watch?v=CYpVWilI9Xc>].

2013-2013 Member of Jury for *World Architectural News* Awards, Education Sector.

2011-date Member of Scientific Committee for the CIB World Building Congress 2013, Brisbane

2011-date External Examiner for MSt in Interdisciplinary Design for the Built Environment (IDBE - PGR) at University of Cambridge (joint across the Departments of Architecture and Engineering).

2011-date Member of the Refereeing Panel for the Engineering Management Journal

2009-date Editorial Board Member of the *International Journal of Disaster Resilience in the Built Environment*

2007-2010 Host and organiser for CIB World Congress, Salford, May 2010

2006-date Editorial Board Member for the *Intelligent Buildings International Journal*

1999-date Member of the Refereeing Panel for the Engineering & Physical Sciences Research Council (EPSRC)

1999-date Member of the Editorial Board of Engineering, Construction & Architectural Management

1996-date Member of the Refereeing Panel for the Research Grants Council (RGC) of Hong Kong

1996-date Member of the Refereeing Panel for the Building Research & Information Journal

1995-date External Examiner for various PhDs and staff promotions at the universities of Sheffield, Reading, UCL, Heriot Watt, Strathclyde, Glamorgan, Delft Technical University, Newcastle University (Australia), University of East London, Ben-Gurion University of the Negev (Israel), King Fahd University (Saudi Arabia) and National University of Singapore.

1990-date Reviewer of book proposals from Spons, Blackwells and CME.

***Other roles***

2008-2008 Member of the Scientific Panel for the CIB W65 Symposium in Dubai, 17-19 November

2007-2008 Member of Scientific Committee for the 8th International Postgraduate Research Conference, to be held at the Czech Technical University of Prague (CVUT), Czech Republic, on the 26th & 27th June.

* 1. Member of the Scientific Panel for the CIB World Congress, May 2007, South Africa
	2. Member of the International Advisory Board for ‘Revaluing Construction 2007 – Crossing Boundaries’, international conference, SBi, Danish Building Research Institute.

2001-2005 External Examiner for MSc/Diploma/Certificate in Construction Management (Project Management) at Heriot Watt University

2001-2002 Member of the Scientific Board for the Joint CIB W060 & W096 Conference on "Measurement and Management of Architectural Value in Performance-Based Building" in Hong Kong, May 6-10, 2002.

* 1. External Examiner for MSc in Facilities and Environment Management at UCL

1997-1998 External Examiner for BSc Building Surveying, Glamorgan University

1. Chairmanship of BAM 97 (British Academy of Management) SERV4 Conference, London Business School.

1995-1996 Chairman of Organising Committee for CIC/DOE Conference. A New Way of Working: The Future of Construction, January 1996.

1993-1994 Final editor of review of quality management in construction carried out by members of CIB W88, covering thirteen countries.

1992-1996 Editor of CONFIRM (W-65 research interest group) Newsletter.

1992 Instigator and organiser, on behalf of the Association of Facilities Management, for the research element of the 2nd International Facilities Management Symposium, held in the UK, 19-21 May 1992

1991-1993 Member of Organising Committee and Papers Committee for the major triennial W-65 Symposium held in the West Indies in September 1993

1993-1994 External examiner for BSc (Hons) Building Surveying at University of Glamorgan

1993-1994 Member of Validation Team for MSc in Facilities Management at Westminster University.

1992-1993 Member of Validation Team for Degree in Building Surveying at Sheffield Polytechnic.

1991-1993 Establishing and editing series of Research / Working Papers emanating from Postgraduate Programme of Research.

1990-1992 Coordinator for Building Surveying research articles in Chartered Surveyor Monthly.

1990-1991 Organiser and Chairman of first national conference on Practice Management for the Construction Professions, 10 April at Manchester Business School in collaboration with the School of Architecture, University of Manchester.

1989-1992 Content Editor for practice management packages, RIBA / University of London open learning programme.

# ****Invited Speeches / Lectures****

*2023 Invited virtual presentation to Forum Bygga Skola Advisory Group, “Idealized model for capital educational investment”, Sweden, 21 March 2023.*

*2023 Invited virtual presentation to Forum Bygga Skola CPD session, “Building a School for Humans”, Sweden, 21 March 2023.*

*2023 Invited virtual contribution to expert Round Table session, “Schools of the Future”, hosted by the World Bank in Vienna and involving the EIB and the EC, 16 March, 2023.*

*2023 Invited virtual presentation and discussion, “Evidence on the link between learning and infrastructure” to World Bank staff covering school reconstruction in the Philippines, 7 February 2023.*

*2022 Invited presentation (and workshop), “The impact of classroom design on learning”, to visiting Swedish educational group, organized by Forum Bygga Skola, London, 13 October 2022.*

*2022 Invited opening keynote speech, “The evidence for the impact of school infrastructure and classroom environment on learning”, delivered virtually to The Second Foundation Barco Forum on Education, Education Infrastructure, Universidad de los Andes, Bogota, Columbia, 4 October 2022.*

*2022 Invited virtual presentation and discussion*, “Evidence on the link between learning and infrastructure” to local World Bank staff covering school reconstruction in Tonga, 30 May 2022.

*2022 Invited virtual presentation and discussion*, “Evidence on the link between learning and infrastructure” to local World Bank staff covering school reconstruction in Indonesia, 20 April 2022.

*2021 Invited keynote speech,* “If you want to know how something works – change it! What has Covid shown us about the design of learning environments?”, delivered virtually
to the ICEIT Conference, Chengdu, 19 January 2021.

*2020 Invited keynote speech,* “The technology of human-centric learning spaces: blind spot or opportunity”, ICEIT Conference, Oxford, 12 February 2020.

*2020 Invited presentation (and workshop),* “The impact of classroom design on learning”, to visiting Swedish educational group, organized by Forum Bygga Skola, London, 23 January 2020.

*2019 Invited presentation,* "Evidence-based actions to enhance learning", at Didacta International Conference on Learning Environments, Fortezza da Basso, Florence, Italy, 10 October 2019.

*2019 Invited keynote presentation,* "Evidence for the holistic impact of educational spaces on learning", at NUI Galway, Lifecourse Institute, Ireland, 7 October 2019.

*2019 Invited presentation,* “Human-centric Design for Learning”,at HCL (lighting) event, Cabinet War Offices, London, 24 June 2019.

*2019 Invited keynote and workshops* for the Ministry of Education at GESS Education Fair, Dubai, United Arab Emirates: "Designing the empathetic classroom - so children can flourish", 28 February; "practical actions to achieve the empathetic classroom", 26-28 February 2019, Dubai World Trade Centre.

*2019 Invited keynote speech and workshop (with Dr L Barrett),* "The impact of the physical environment on learning", 14 February 2019; "Practical steps towards 'Clever Classrooms'", 15 February 2018, at Playing-Learning-Working Conference, Free University of Bolzano, Brixen / Bressanone, Italy, 14-15 February 2019.

*2018 Invited presentation,* "Optimal spaces for those living with dementia", at Environment and Design for Dementia Conference, University of Salford, 29 November 2018.

*2018 Invited keynote speech,* "The impact of classroom design on pupils' learning", at International Conference on Role of Innovative Learning Environment in Enabling Child's Holistic Development, organised by the World Bank / UNICEF and the Ministry of Preschool Education, Tashkent, Uzbekistan, 19 November 2018.

*2018 Invited organiser and moderator of workshop,* "School and Working Environment, as part of Healthy Buildings Day, Velux, Brussels, 26 September 2018.

*2018 Invited presentations and workshop*, "Implications of 'Clever Classrooms" for designing effective schools", Stockholm, 12 September 2018; "How to create optimal spaces for learning", Skovde, 13 September 2018, at Forum Bygga Skola events, Sweden, 12-13 September, 2018.

*2018 Invited presentation,* "Tensions and resolutions around the physical learning environment", at Department of Education, University of Oxford, 26 April 2018.

*2018 Invited presentations* at the GESS Education Fair, Dubai, United Arab Emirates: "Top ten ways to innovate the primary school classroom"; "Maximising the impact of the educational infrastructure on learning" and "How to make the most of your classroom and how to get students involved in active learning", 28 February 2018, Dubai World Trade Centre.

*2017 Invited presentation*, “Evidence-based school design for results”, at Education Buildings Scotland Conference, 22 November 2017, Edinburgh.

*2017 Invited keynote speech*, “Putting Indoor Climate to the Test: More Holistic School Renovation?”, at Indoor Climate Conference, Taastrup, Denmark, 24 October 2017.

*2017 Invited keynote speech*, “Impact of school design on pupils’ learning”, at Designing school and learning spaces of the future conference, Copenhagen, 4 October 2017.

*2017 Invited interlocutor*, at Transitions Europe seminar by Melbourne University, Regent’s University, London, 7 September 2017.

*2017 Invited seminar presentation*, “The impact of physical conditions of learning spaces on students’ outcomes” for the Education Global Practice Division of the World Bank, Washington, 10 August 2017.

*2017 Invited presentation*, “Impacts of classroom design on learning”, at Creative Education: Ambitions for the Next Generation of Manchester Schools, breakfast seminar, Albert Square, part of Manchester International Festival, 13 July 2017.

*2017 Invited presentation*, “20:20 vision for learning”, at BESA (British Educational Supplies Association) Summer Insights Day, London, 5 July 2017.

*2017 Keynote speech*, “Grounded theory: links to conclusions and other approaches”, to Postgraduate research workshop – qualitative research methodologies: society and the built environment, The Bartlett, UCL, London, 9 May 2017.

*2017 Eight keynote presentations*, “Clever Classroom: Sensory Impacts Matter”, for Velux breakfast seminars – Education: Design a Brighter Future, at: Manchester 5 April 2017; Birmingham, 7 July 2017; Leeds, 12 July 2017; Glasgow, 30 August 2017; Bristol, 13 September 2017; Dublin, 26 September 2017; Belfast, 27 September 2017; London, 18 October 2017.

*2017 Invited presentation*, “Is Daylight enough? Taking a holistic human perspective”, at 7th Velux Daylight Symposium – Healthy Climate-friendly architecture: from knowledge to practice, Berlin, 3 May 2017.

2017 *Invited keynote speech*, “How environments affect learning”, Early Years and Foundation Stage Conference, Girls’ Day School Trust, London, 17 March 2017.

2017 *Invited keynote speech*, “Clever Classrooms: Innovative spaces?”, Innovative Educational Environments Seminar, Institute of Education, University of Lisbon, Lisbon,18 February 2017.

2016 *Invited keynote speech*, “HEAD in Norway”, Utdanningsdirektoratets nasjonale konferanse om barnehage- og skoleanlegg [National Schools Conference], Sandnes, Norway, 28 September, 2016.

2016 *Radio Interview*, “Every Classroom Matters”.  This post is available at  <http://www.coolcatteacher.com/3-ways-classroom-design-impacts-student-learning/>, BAM Radio Network, US, 26 July 2016.

2016 *Invited presentation*, “Primary schools must be designed to enhance learning”, seminar on school design, Department of Education, Oxford University, 22 June 2016.

2016 *Invited keynote speech*, “First Steps Towards Achieving Built Environments for Life”, World Building Congress, CIB, Tampere, 2 June 2016.

2016 *Invited workshop* “HEAD for Norway – Stakeholder Workshop”, Ministry for Education and Training, Oslo, 27 April 2016.

2016 *Invited Speech* “Clever classrooms: What aspects of infrastructure are important for learning outcomes?”, World Bank / OECD seminar – Learning Environment as the Third Teacher, Almaty, Kazakhstan, 10 March 2016.

2016 *Invited keynote speech and interactive workshop* “Clever Classrooms for Enhanced Education”, Building Blocks for Boys Conference of the International Boys’ Schools Coalition, Haberdashers’ Aske’s Boys’ School, 2 March 2016.

2016 *Invited Webinair* “Impact of Classroom Design on pupils’ performance” to European Schoolnet, 15 February 2016.

2016 *Invited presentation* “Impact of Classroom Design on pupils’ performance” to the All Party Parliamentary Group for Education, Portcullis House, Westminster, 9 February 2016.

2016 *Invited public seminar* “Clever Classrooms: Evidence for the impacts of classroom design on learning”, Department of Education, University of Oxford, 25 January 2016

2015 *Invited internal seminar* “Strong Evidence of Impact of Classroom Design on Pupils’ Performance”, for representatives of the Scottish Government’s Learning Directorate and the Scottish Futures Trust, Edinburgh, 26 November 2015.

2015 *Invited presentation* “Strong Evidence of Impact of Classroom Design on Pupils’ Performance”, US Green Building Council Research Summit: Childhood Health and School Buildings, Dunbar Senior High School, Washington DC, 17 November 2015.

2015 *Invited presentation / event* “Classroom Design Impacts on Pupils’ Performance”, Essex Record Office, Chelmsford, 12 November 2015.

2015 *Invited keynote speech* “Good Classrooms can Boost Pupils’ Performance”, EBDOG (Education Building Development Officers Group) Annual Conference, Weston Super Mare, 6 November 2015.

2015 *Invited contribution* of evidence to the Design Commission Inquiry examining the relationship between the Built Environment and Behaviour, House of Lords, 29 October 2015.

2015 *Invited presentation* “Clever Classrooms”, Group of National Experts on Effective Learning Environments, OECD, Paris, 15 October 2015.

2015 *Invited presentation and workshop*, “Clever Classrooms”, for Lincolnshire group of schools, 6 October 2015.

2015 *Invited webcast* “Well-designed Classrooms for Pupils’ Learning Progress”, for the US Green Building Council, 2 October 2015.

 2015 *Invited presentation* “Boosting Learning Progress in Primary School Pupils Through Well-designed Classrooms”, The Future of Education 2015: Raising Standards, Old Trafford Cricket Ground, 24 June 2015.

2015 *Invited presentation and workshop* “Clever Classrooms” Norwegian Directorate for Education and Training, Oslo, 15 June 2015.

2015 *Invited presentation* “The Impact of the Built Environment on Educational Attainment” 21st Century Schools Conference, Constructing Excellence, Cardiff, 12 May 2015.

2015 *Invited internal seminar* “Clever Classrooms”, Department for Education, Sanctuary Building, London, 28 April 2015.

2015 *Invited podcast interview* “Peter Barrett on Classroom Design and Academic Achievement” Research Files Episode 9, Australian Council for Educational Reserarch, 28 April 2015, <http://www.teachermagazine.com.au/article/research-files-episode-9-peter-barrett-on-classroom-design>.

2015 *Invited presentation and workshop* “Clever Classrooms”, Enquire Trust Leadership Residential, Scunthorpe, 23 April 2015.

2015 *Invited television programme contribution* “Good classrooms can boost kids’ school performance”, Newsround, BBC Childrens’ Television report, 6 April 2015

<http://www.bbc.co.uk/newsround/32190420>.

2015 *Invited presentation* “Clever Classrooms”, Hampshire Primary Heads Conference, Southampton, 26 March 2015.

2015 *Invited presentation* “Stimulating Environments: Beyond Comfort”, in the Designing to Promote Wellbeing In and Around Buildings, Ecobuild, Excel, London, 3 March 2015.

2015 *Radio interviews on launch of HEAD results* “Classroom design accounts for 16% variation in learning progress”: UCB, Pirate FM, Jack FM Oxfordshire, BBC Hereford and Worcester, BBC Radio Lancashire, Kennet FM, Signal 2, Waves Radio, Takeover Radio and Bolton FM.

2014 *Invited presentation* “Management of Academic Workloads”, Political Studies Association, Heads of Department Conference, Institute for Government, London, 5 December 2014.

2014 *Invited presentation and Panel Discussion* “Neuroscience and Design for Learning Environments”, Academy of Neuroscience for Architecture Conference, Salk Institute, La Jolla, CA, 20 September, 2014.

2014 *Invited presentation* “Overview and key data of an ageing Europe”, at the Construction and Built Environment: Future Horizons, ECTP conference, Brussels, 18 June 2014.

2014 *Invited talk* “Classroom Space Environment + Impacts on Pupils’ Performance”, to the British Educational Suppliers Association, Isis Hotel, Northhampton, 24 April 2014.

2014 *Invited talk* “Classroom Space Environment + Impacts on Pupils’ Performance”, to the All Party Parliamentary Group on Education, Portcullis House, Westminster, 11 February 2014. See link at: <http://www.educationappg.org.uk/2014/02/17/meeting-on-the-impact-of-the-classroom-environment-on-educational-attainment/>

2013 *Invited speech* (with Caroline Paradise) “Classroom Matters”, at the Education Estates Conference, Manchester, 27 November 2013.

2013 *Invited speech* (with Adrian Swain) “Creating an Environment for Optimum Learning”, at the Blackpool Schools’ Partnership Annual Conference, Winter Gardens, Blackpool, 4 November 2013.

2013 *Invited keynote speech* “School Spaces + Variations in Pupils' Performance”, at the Annual National Conference on School Planning of the Norwegian Directorate of Education – Space for Variation, Oslo, 24 September 2013.

2013 *Invited presentation* “Interdisciplinary Design for the Built Environment: What, How, but also … Why?”, MSt in Integrated Design for the Built Environment, Cambridge University, 18 July 2013.

2013 *Invited Interview Contributions* to BBC Radio 4 Programme “The New North” examining the impact of new arts buildings in the North of England – broadcast in two parts 13.30-14.00, 26 May and 2 June 2013 (main contribution in second programme).

2013 *Presentation* in W98 parallel session on “Evidence-based Performance Enhancement for the Built Environment”, at the CIB World Building Congress at QUT, Brisbane, 8 May 2013.

2013 *Invited Member of Plenary Discussion Panel* on "Impact of Research and Development on Construction", at the CIB World Building Congress 7 May at QUT in Brisbane. The other panel members are Australia's Chief Scientist, the Chief Scientist for Western Australia and the Director General of CSTB in France.

2013 *Invited Webinair presentation* "Sensory Design in UK Primary Schools - Concepts Used / Lessons Learnt" in Working, Healing and Learning Environments. CIB Technology Webinairs, CIB, 22 April 2013. <https://inive.webex.com/inive/lsr.php?AT=pb&SP=EC&rID=55069617&rKey=8695DD372E092188>.

2013 *Keynote Speech* “Managing Academic Workloads”, UCEA Conference, Ambassadors Hotel, London, 20 March 2013.

2013 *Interview* by “World Architecture News”, 8 January 2013 podcast released “Designing for Better Education” <http://www.worldarchitecturenews.com/index.php?fuseaction=wanappln.showonthemove>

2013 *Interview* by "Monocle", 8 January 2013 podcast within programme at attached link at 31-38 minutes <http://monocle.com/radio/shows/midori-house/310/>

2013 *Interview* on Southern California Public Radio programme “Take Two”, 7 January 2013, 9.25am “Study shows classroom design can have significant influence on kids’ grades” <http://www.scpr.org/programs/take-two/2013/01/07/29971/study-shows-classroom-design-can-have-significant-/>

2012 *Invited presentation* “Findings of the ‘Managing Academic Workloads’ Project”, GuildHE Human Resources Network, Woburn House, London, 12 December 2012.

2012 *Invited presentation “*The Value of the Built Environment in Society” Professors and Visiting Professors Lecture Series, School of the Built Environment, University of Salford, 5 December 2012.

2012 *Invited presentation* “HEAD Project Results”, Design of Learning Environments Symposium, School of Architecture, University of Sheffield, 21 November 2012.

2012 *Invited presentation* “Classroom matters” and *panel member* “How do we create decent schools”, BCSE Building Better Schools Conference, Liverpool, 13 November 2012.

2012 *Invited Lecture* “Identifying and representing users’ needs in design”, Manchester Architectural Research Centre, University of Manchester, 23 October 2012.

2012 *Invited workshop* “Research Methodologies”, MSt in Integrated Design for the Built Environment, Cambridge University, 19 June 2012.

2012 *Invited presentation* with Dr Alastair Fair “Geometry and Atmosphere”, Cambridge University, 18 June, 2012.

2012 *Invited Panellist* “What is a decent school standard?”, BCSE Decent School Standard Workshop, University of Bedford, 25 January 2012.

2011 *Invited contribution* “Tough Choices: what does the evidence tell us as we work towards a decent school standard?”, BCSE Annual Conference – Building Better Schools, West London Free School, 10 November 2011.

2011 *Invited plenary speech*, “Disaster Management: Working With Rocks and Levers”, and *leading* “Reflective Discussion at the end, International Conference on Building Resilience, Kandalama, Sri Lanka, 19-21 July 2011.

2011 *Invited presentation* with Dr Lucinda Barrett “Management of Academic Workloads”, AGM of CHOBE the Heads of Built Environment Departments Group, Liverpool John Moores University 10 March, 2011.

2010 *Invited presentation* “Client’s Role in Construction Briefing”, I2P Briefing Project Industry Workshop, Copenhagen, 23 November 2010

2010 *Presentation* “Creating Sensory-Sensitive Creative Spaces”, Conference “Colour, Light and Architecture”, IUAV, Venice, 11 November 2010,

2010 *Invited presentation* with Dr Lucinda Barrett “Management of Academic Workloads”, AGM of the Association of Heads of Psychology Departments, RIBA, London, 22 October 2010.

2010 *Invited presentation* “The Management of Academic Workloads: Improving Practice in the Sector”, UUK conference with CHERI and HEFCE on “The Changing Academic Profession”, Woburn House London, 22 June 2010.

2010 *Presidential address* to CIB’s General Assembly, “CIB’s Strategic Direction: a Reflection”, The Lowry, Salford Quays, 12 May 2010

2010 *Opening and closing presidential plenary speeches* to the CIB World Congress “Building a Better World”, The Lowry, Salford Quays, 10-13 May 2010.

2010 *Presentation* with Dr May Bassinino “Space and Creativity”, CIB World Congress “Building a Better World”, The Lowry, Salford Quays, 13 May 2010.

2010 *Invited contribution* “Optimal Learning Spaces: Design Implications for Primary Schools” to final session of the “Great Schools Enquiry” chaired by Baroness Estelle Morris and hosted by the British Council for School Environments, London, 25 January 2010.

2010 *Co-organiser and opening speech* “The Management of Academic Workloads:
Improving Practice in the Sector”, Management of Academic Workloads Workshop, Leadership Foundation for Higher Education, London, 11 January 2010.

2009 *Invited presentation* “Creating Optimal Sensory Environments”, Lighting Research Centre, Rensselaer Polytechnic Institute, Troy, NY, USA, 3 December 2009.

2009 *Invited talk* for postgraduates, “Realising the full potential of the built environment” Centre for Integrated Facilities Engineering, Stanford University, Palo Alto, Ca, 1 December 2009.

2009 *Invited talk*, “Realising Sensory-sensitive Environments” Salk Institute, La Jolla, CA, 17 November 2009.

2009 *Invited seminar* for postgraduates, “The Potential for Achieving Positive Impacts Through Built Environment Research”, Faculty of Built Environment and Engineering, QUT, Brisbane, 11 November 2009.

2009 Presentations and facilitation of senior management staff development, “The Ecology of Inspirational Organisational Performance and Development”, QUT, 10 November 2009.

2009 *Invited presentation* to Vice Chancellor’s Forum, “Creating an Environment for Innovation - Experiences in Cities, Global Research Communities and Universities", QUT, Brisbane, 9 November 2009.

2009 *Opening Keynote Speech* “Revaluing Construction in the Malaysian Context”, 2nd Construction Industry Research Achievement International Conference, CIDB / CREAM, Kuala Lumpur, 3 November 2009.

2009 *Opening speech*, facilitation and summary “Revaluing Construction: Malaysian Strategy Workshop”, Workshop on Revaluing Construction: The Realisation of Malaysian Construction Industry Master Plan (CIMP 2006-2015) the Way Forward, Malaysian CIDB / CREAM, Kuala Lumpur, 2 November 2009

2009 *Invited speech*, “Partnering in Research”, University of Malaya, Kuala Lumpur, 5 November 2009.

2009 *Invited lecture* to postgraduates, “Creating a Better Future Through the Built Environment”, School of Engineering and Technology, Asian Institute of Technology, Bangkok, 19 October 2009.

2009 *Opening Keynote Speech* “Building a Sustainable Future”, CIB W55/W65 Joint Symposium – Construction Facing Worldwide Challenges, 28 September 2009, Dubrovnik

2009 “Overview of Project Findings” and “Summing Up”, Launch of the Final Report: Managing Academic Workloads: Improving Practice in the Sector, 17 September 2009, Westminster University, London.

2009 *Invited Introductory Address* “Whole Life Evaluation and Design”, BIS / National Platform Workshop on Whole Life Evaluation and Design, 11 September 2009, BIS, London.

2009 *Invited presentation* “The Management of Academic Workloads: the Research Element”, ARMA 2009 Conference – Reviewing the Future, 2 June 2009, Southampton.

2009 *Invited presentation* “Revaluing Construction”, Workshop for Visiting Group from University of Sao Paulo, CUBE, Manchester.

2009 *Invited presentation* “Designing for Optimal Student Performance”, The Design and Management of High Performance Learning Environments Conference, 18 June 2009, The British Library, London

2009 *Keynote speech* “Driving Positive Value Through Construction”, SRIBS Conference – Building and Construction Sustainability Techniques, 22 April 2009, Shanghai.

2009 *Invited presentation* “Managing Academic Workloads a Tool for Change” at the HEFCE Leadership, Governance and Management Conference – Leading Transformational Change, 28 January 2009, London. See video at [www.hefce.ac.uk/lgm/build/event/](http://www.hefce.ac.uk/lgm/build/event/)

2008 *Invited presentation* “Construction as a Process of Open Innovation”, Construction Industry Workshop, 29 October 2008, Fraunhofer Institute, Stuttgart.

2008 *Opening Keynote Speech* “Construction as a Process of Open Innovation” ECPPM 2008 Conference, 10 September 2008, Sophia Antipolis, France.

2008 *Invited presentation* “Senses, Brain and Spaces” CABE Enabler and Schools Design Panel Day, CABE, London, 10 July 2008.

2008 *Invited keynote speech* “Achieving a Strategic Role for Facilities Management”, CIB W70 international conference *Healthy and Creative Facilities,* Heriot-Watt University, Edinburgh, 17 June 2008.

2008 *Invited Plenary* presentation “The Increasingly Strategic Role of Facilities Management”, CIB International Seminar: Trends and Strategies in CREM/FM, Sao Paulo University, Brazil, 3 April 2008.

2008 *Opening Keynote speech* “The CIB and Construction Research and Innovation in a Global Knowledge Economy”, Conferência Internacional CIB: Macrotêndencias na Construção 2008, Sao Paulo, Brazil, 2 April 2008.

2008 *Keynote speech* “The CIB and Construction Research and Innovation in a Global Knowledge Economy”, Summit Forum of the Sustainable Development of Building Technology, celebrating 50 year anniversary of the Shanghai Research Institute for Building Science, Shanghai, China, 28 February 2008.

2008 *Opening Keynote Speech* “Complexity, Connections and Consciousness” BEAR 2008, Kandalama, Sri Lanka, 12 February 2008

2007 *Invited Plenary speech* “Comfort Pushed to the Furthest Sensory State”, First International Annual Meeting on Immotics and Domotics, Agora Einstein, Sophia Antipolis, France, 7 December 2007.

2007 *Keynote speech* “Construction for Development”, Opening Session of the CIB Triennial World Congress, Cape Town, South Africa, May 2007.

2007 *Opening speech* “Senses, Brain and Spaces” Workshop, University of Salford, 8-9 March 2007.

2007 *Plenary speech* “A Global Agenda for Revaluing Construction: The Clients’ Role”, CIB TG58 invited workshop, Clients Driving Innovation, University of Salford, 23-24 January 2007.

2006 *Keynote speech* “Revaluing Construction: Highlights from Australia, Canada, Singapore, US”, ECTP Conference, Versailles, France, 22 November 2006.

2006 *Invited* presentation at The Martin Centre Research Society, Martin Centre for Architectural and Urban Studies, Department of Architecture Cambridge University. 'A Global agenda for revaluing construction' . 15th November 2006.

2006 *Invited* speech “CIB Research Vision for Integrated Design Solutions” to seminar of Deans of USA Schools of Architecture, Georgia Tech, Atlanta, USA, 27 September 2006

2006 *Invited* speech to the EPSRC Manchester Regional Seminar ( June 2006 National)

2006 Invited *Keynote Address* at the American Society of Civil Engineers (ASCE) and CIB 2nd Speciality Conference on Leadership and Management in Construction and Engineering in the Bahamas entitled 'Revaluing Construction: Leadership by the Sector' 5 May 2006.

2006 3rd International SCRI Research Symposium in conjunction with the International Built and Human Environment Research Week 2006, Delft University of Technology and TNO, The Netherlands. *Keynote speech* entitled 'When is a constraint a driver?'. and Symposium Summary of the Day and Closing Remarks, 4-5 April 2006.

2006 The Constructing Excellence 'Be Valuable: The Road Ahead’ one day workshop in London chaired by Richard Saxon CBE, *Keynote speech* ‘Revaluing Construction', 24 March 2006

2006 Invited *keynote speech* at a seminar hosted by the Building Lab DK and the Danish Association of Construction Clients (DAAC) in Copenhagen, Denmark, ‘Perspectives of Development iin the Construction Industry’, 22 March 2006.

2006 ACE 2006 Conference, Posnan, Poland. *Keynote speech* on behalf of CIB, ‘Frontiers in Construction Research: A CIB Perspective’, 24 January 2006.

2005 *Invited* to present at the 'Promotion of a Positive Working Environment' a Leadership Foundation Forum, at Leeds University, paper entitled 'Creating Environments to Promote Equity', 15 November 2005.

2005 Invited to *keynote speech* on 'Intra-university Collaboration in Research' as part of the University Research Leadership Program, Old Government House, QUT, Australia, 18 August 2005.

1. *Invited* to lead two day University middle / senior management development seminar, 'Leading in the New Era'. QUT Conference Workshop, Queensland, Australia, 15-16, August 2005.

2005 *Keynote speech* “Revaluing Construction: A Global Research Agenda” 11th Joint CIB International Symposium, Combining Forces, Helsinki, Finland, 15 June, 2005.

2004 *Keynote presentation* at the CIB World Congress, 'Building for the Future'. Toronto, Canada, ‘Revaluing Construction’ 6 May 2004.

2002 **“Innovation in Construction - What Needs to Change?”** *Opening Keynote Presentation* at the CIB W55/W65 Joint 10th International Symposium on Construction Innovation and Global Competitiveness, University of Cincinnati, USA, 9 September 2002

**2002 “**[Rethinking Construction Research](file:///Users/peterbarrett/Documents/psb/CVs/Presentations/cobra2002.ppt)**”**. *Opening Keynote presentation* at COBRA 2002, Nottingham Trent University, 5 September 2002.

**2002 “Research in the Built and Human Environment”.** Presentation (invited) to Department of Civil Engineering, MIT, Boston, May 2002

2001 **“**[**Research as microscope, telescope or periscope on practice**](file:///Users/peterbarrett/Documents/psb/CVs/psbnzplen.ppt)**”**. *Keynote presentation* at the CIB World Building Congress, 4 April 2001, Wellington, NZ.

**2000 “The Transformation of 'Out-of-Industry' Knowledge into Construction Industry Wisdom”**, *Key-Note* at the 'International Conference on Technology Watch and Innovation in the Construction Industry', 5-6 April 2000, Brussels, Belgium.

2000 **“**[**Construction Management Pull for 4D CAD**](file:///Users/peterbarrett/Documents/psb/CVs/Papers/construction%20management%20pull%20for%204D%20CAD.pdf)**”**. *Invited* paper to American Society of Civil Engineers (ASCE) Construction Congress VI "Building Together", Orlando, Florida, February 20-22, 2000.

1998“Holographic Sustainable Development: A Synthesis and Proposed Research Agenda”, with Martin Sexton. *Invited* paper at the CIB World Building Congress 1998, Gavle, Sweden, 7-12 June 1998.

1998 *Invited* paper for The Martin Centre Research Society Lecture. Held at The Martin Centre, University of Cambridge, 20 May 1998. Lecture entitled “Better Briefing through Innovation”.

Many other conference presentations made from 1985 onwards. In addition regular inputs to hosting University events and presiding at degree ceremonies.

# Research Projects

Wide range of projects within the general area of management for the built and human environment, covering issues such as the value of construction to society, briefing, facilities management, environmental management, quality management, practice management. Also work related to management in the university context. Most projects carried out in close collaboration with industry partners and typically funded by EPSRC. ***Since 1991 have won research council contracts as PI or co-investigator*** (taking appropriate share of joint projects) ***valued at £5.9M. More recently have engaged in a wide range of consultancy commissions.***

2022-2022 Invited presentation (and workshop), **“The impact of classroom design on learning**”, to visiting Swedish educational group, organized by Forum Bygga Skola, London, 13 October 2022.

2022-date Consultancy input (with Raphaella Mackenzie) on **“Teacher Conversations”** for VS America.

2022-2022 **Post-occupancy Evaluation** of the impacts a year later at Trumpington Park Primary School, for Gratnells Ltd.

2021-2022 Consultancy input as part of the PPMI-led team working on **“A study on smart, effective, and inclusive investment in education infrastructure”**, assessing the 27 countries of the EU for the European Commission, Directorate-General for Education, Youth, Sport and Culture.

2020-2021 Independent, longitudinal **observation and assessment of the Planning Learning Spaces intervention** at Trumpington Park Primary School, instigated by Gratnells Ltd.

2020-2020 **Workshopfor Forum Bygga Skola** on “The impact of classroom design on learning”, for visiting Swedish educational group, London, 23 January 2020.

2019-2019 Retained by two UK universities to assess the academic outputs of staff in the area of the built environment in preparation for the UK Government's upcoming **Research Excellence Framework** exercise.

2018-2019 Series of five articles (with Raphaella Mackenzie) for Gratnells Ltd, linking the HEAD project results to **day-to-day teaching practice** in the classroom.

2017-2020 Retained **strategic educational design advisor** as a member of Farrans Construction’s team delivering on their ESFA framework school building projects.

2017-2019 Consultancy inputs promoting good school design for Gratnells Ltd

2017-2018 Consultancy study (with Alberto Treves) for the World Bank (Moscow and Washington) to deliver **a state of the art World Bank report of the evidence of school building impacts on learning.** This study was based on the extant literature.

2017:2017 Consultancy study (with Dr Lucinda Barrett) providing a **Critical review of Project Minerva design** plans for the significant development of the The Haberdashers' Aske's Boys' Schoolestate. This study included an assessment of existing provision and of the development plan.

2017-2017 Consultancy study (with Dr Lucinda Barrett) of the **impact of physical school design on learning and transitions amongst Reception and KS1 primary school children**, for the Girls’ Day School Trust in the UK. This study involved case study fieldwork in five GDST schools.

2016-2017 Consultancy study (with Dr Lucinda Barrett) of the potential impact of physical conditions of a sample of **Romanian schools** on learning outcomes, for the World Bank, working for the National Centre for Technical and Vocational Education and Training Development in Romanian. This study involved a combination of desk studies and case study fieldwork in five Romanian schools.

2016-16 Principal Investigator for **HEAD for Norway**, a study to translate the HEAD schools’ findings to the Norwegian context for the Norwegian Ministry of Education and Training.

2015-16 Contributed to “The Value and Impact of Architecture: Schools” Research Report, led by the Performance Consultancy.

2013-2014 Principal Investigator for £208,598 TSB **Knowledge Transfer Partnership with J Sainsburys**. This project is to investigate the holistic impact of retail spaces on customers’ buying behaviour.

2012-2015 Principal Investigator for £433,873 EPSRC project entitled **Holistic Evidence and Design: sensory impacts, practical outcomes (HEAD)**. This project is to investigate the impact of the built environment on pupils’ learning rates in schools taking a multi-sensory perspective within a neuroscience coordinating vision.

2011-2012 Principal Investigator for £30,000 project funded by Nightingale Associates, entitled **Understanding the sensory impacts of the built environment: an improved design process**, in collaboration with Blackpool Council Schools Department.

2010-2012 Principal Investigator for £65,899 project, funded by HEFCE, entitled **Promoting Positive Gender Outcomes in HE Through Active Workload Management.**

2007-2011 Leading initiation and first phase of a £41M, eight year (initially) consortium around a **Framework for Innovation and Research in MediaCityUK.** The core consortium involves: BBC, Cambridge University, Goldsmiths University, Lancaster University, MIT, North West Vision and Media and Salford University. Funding is being sought from EPSRC, ESRC, AHRC, TSB, NWDA, industry and the EU.

* 2010-2012: EPSRC and AHRC have agreed funding of £2.7M for three years commencing in January 2010.
* 2010-2012: The North West Development Agency have agreed funding of £630k to establish the project team that will manage and implement the project over the next 3 years. In addition developed notion for a NWDA funded (£3-4M was earmarked before NWDA dismantled) for creating and sustaining a Think, Play, Do Zone as the physical focus for FIRM in the Media Enterprise Centre in MediaCityUK.

2007-2012 Principal Investigator on SCRI collaborative project with Manchester City Council entitled **Optimal Learning Spaces**. This project is drawing on the Senses, Brain and Spaces work to support sensory sensitive design so that school design can be optimised with learning in mind.

* 2007-2009, Phase 1: funded within SCRI, with a £10,000 contribution from MCC, the outputs of this phase have centred on an extensive synthesis of the literature linked to post occupancy evaluations, resulting in SCRI Report 2 setting out the “design implications” of taking this perspective.
* 2010-12, Phase 2: Collaborative action research with MCC centred on live schools project (Old Moat School) to track impact of interventions.

2007-2011 Principal Investigator on £92,000 HEFCE funded project **The Management of Academic Workloads: Creating a Community of Good Practice.** This project involves supporting a network of twelve UK universities, jointly developing good practice and disseminating it to the HE sector – see [www.research.salford.ac.uk/maw](http://www.research.salford.ac.uk/maw)

* 2007-2009, Phase 1 culminated in a major launch of a report on “Managing Academic Workloads: Improving Practice in the Sector” in September 2009.
* 2009-2011, Phase 2 involves an expansion of the network and continuation of its work as partners drive further into full implementation

2007-date Chairman and co-investigator of **SCRI** (Salford Centre for Research and Innovation) with Professor Ghassan Aouad, Professor Rachel Cooper, Professor Grahame Cooper, Dr. Mike Kagliogou, Peter McDermott, Professor James Powell, Professor Yacine Rezgui, Dr. Martin Sexton, Dr. Patricia Sterry, Joseph Tah, Lauri Koskela, Vian Ahmed on £4,948,218 EPSRC funded Salford IMRC Renewal (2007-11)

2007-2008 Co-investigator with Professor Alan Short for Arts Council for England / CABE project to create new **Guidance for clients for capital arts projects**. This involves case study examples linked to themed web-based guidance. The project draws strongly from the Dedepa project below and represents a tangible impact of this work on national policy.

2007-2007 Principal Investigator for NESTA / DBERR (Department of Business, Enterprise and Regulatory Reform) commission for review / report entitled **International examples of service-driven innovation in construction.** This November 2007 report has directly influenced an acceleration in the Government’s drive for the wider spread use of BIM in the UK construction sector.

2007-2009 Project Co-ordinator with the North West Universities’ Association on their £50,000 HEFCE funded project entitled **Innovation Platforms Pilot Proposal**. This project is targeted at investigating the notion of innovation platforms in the “distributed” sectors with many typically small players. It involves Salford University investigating the built environment sector and MMU the professional services sector, both of which are significant economic elements in the NW.

2007 Principal Investigator on £14,860 NESTA funded project to exemplify **Hidden Innovation in the Built Environment Sector**. This work fed into the NESTA report on hidden innovation across a number of sectors, which has strongly influenced UK Government thinking on innovation and the nature of construction as part of the service sector.

2006-2007 Principal investigator (with Visiting Professors John Ziesel and Jacqueline Vischer) for an activity within SCRI (see below) entitled **“Senses, Brain and Spaces”** working with an international network of built environment specialists and neuroscientists, psychologists and sociologists. The aim was to better understand the impacts of spaces on individuals’ health, well-being and productivity. The outcomes of the workshop of 28 international specialists held on 8/9 March 2007 are reported at [www.rgc.salfod.ac.uk/peterbarrett](http://www.rgc.salfod.ac.uk/peterbarrett) and have led directly to the Optimal Learning Spaces schools’ work above and a general interest in neuroscience insights for design.

2005-2006 Principal investigator on £46,774 Leadership Foundation funded project **Leading Through Time** that involved detailed case studies of academic workload management in six UK and two Australian universities and two non-university, but knowledge intensive organisations. This has led to a framework for development in this area for the HE sector. Linked to HEFCE project above and see [www.research.salford.ac.uk/maw](http://www.research.salford.ac.uk/maw) for resulting reports.

2005-2005 Principal Investigator (with Dr. A Lee) on £7,000 funded CIB project **Revaluing Construction.** This is part of a long term initiative that has resulted in many outputs including a key text in 2008. See [www.cibworld.nl/revaluingconstruction](http://www.cibworld.nl/revaluingconstruction) for the full range of information.

2004-2009 Co-investigator with Professor G Aouad, Professor R Cooper, Professor M Kagioglou, Dr. B Ingirige, (University of Salford) on £545,721 EPSRC funded **star recruit** to develop a world-class body of theory based lean project and production management for the Salford IMRC.

2004-2007 Principal Investigator (with Dr. P Sterry on £121,967 AHRC funded **Designing Dynamic Environments for Performing Arts (DeDEPA)** – matching funding with Prof Alan Short of Cambridge University. Project had immediate impact, with the Arts Council and CABE commissioning the team to create new guidance for prospective clients for arts capital projects. Project also created a broadcast quality video that is hosted on the CABE website

2004-2007 Co-investigator with Professor G Aouad, Professor B Dangerfield, Dr. M Kagliogou, Dr.P McDermott on £237,446 EPSRC funded **Sustained Competitiveness in the UK Construction Sector: A Fresh Perspective**

2003-2005 Principal Investigator on £8,562 CIB funded project **Programme of activities to take revaluing construction forward**

2003-2003 Principal Investigator on £5629 CIB funded short project **First International State of the Art Report**

2001-2005Principal investigator for Domain 8 (Innovation)on £70,527 (114,960 Euros) EC FP5 funded project **Performance based building (PeBBu)**

2001-2005 Co-investigator with Dr Y M Lam, Professor R Cooper, Professor M Sarshar, Professor M P Betts, Mr M Ormerod & Professor T Fernando (University of Salford) on £445,679 EPSRC funded project on **Platform: From 3D to nD Modelling in Support of an Integrated Buildable, Sustainable, Maintainable and Accessible Built Environment**

2001-2004 Co-investigator with Professor G Aouad, Professor R Cooper, Dr. J Goulding, Dr. Professor M Kagioglou on £204,677 funded EPSRC project **Managing Change and Dependency in Construction Projects**

2001-2002 Co-investigator with Professor G Aouad and Professor R Cooper on £12,390 EPSRC funded project **Bridging Fund for Senior Researcher working in the Salford Innovative Manufacturing Research Centre**

2001-2006 Chairman and Joint Principal Investigator for the Salford Centre for Research and Innovation (SCRI), funded by the EPSRC, to the sum of £2.95M.

2000-2002 Principal Investigator on £167,664 EPSRC funded project on **More Productive Minor Construction through IT (MoPMIT)**. (Rolled into IMRC)

2000-2001 Co-investigator with Dr Ghassan Aouad (University of Salford) on £89,256 EPSRC funded project on **Developing an Integrated Database for Whole Life Costing Applications in Construction.** (Rolled into IMRC)

1999-2001 Co-investigator with Dr Marjan Sarshar (University of Salford) on £167,116 EPSRC funded project on **Standardisation Process Improvement for Construction Enterprises - Facilities Management (SPICE FM)**. (Rolled into IMRC)

1999-2001 Principal Investigator and Project Manager on £261,604 EPSC funded project (GR/M35901/01) sector on **IT Tools and Support for Improved Construction Briefing** (CoBrITe). EPSRC assessment of final report “good”.

1999-2001 Co-investigator with Marcus Ormerod (University of Salford) on £248,726 EPSRC funded project (GR/M69197/01) on **Bridging the Gap Between Theory & Implementation in Accessibility - A Best Practice Approach**. EPSRC assessment of final report “good”.

1999-2001 Principal Investigator and Project Manager on EPSRC funded £202,500 project (GR/M42107/01) on **Innovation in Small Construction Firms (i2i2)**. EPSRC assessment of final report “tending to outstanding”.

1999-2000 UK Project leader on a £25,000 (42,900 ecu) EC funded project with the Norwegian Building Research Institute on **Activating the SMEs in the Building and Construction Industry to Participate in the 5th Framework Programme (MSA)**.

1998-2001 Principal Investigator for £82,388 Teaching Company Scheme Programme with Property Tectonics on **Integrated Management Systems**. This project is aimed at integrating issues, such as quality, health and safety and environment, together with organisations, across projects and geographical dispersion.

1998-2000 Co-investigator with Dr Marjan Sarshar for £220,196 DETR (PiT) funded project (GR/M86125/01) on **Standardisation Process Improvement for Construction Enterprises** (SPICE). The project is focussed on translating the software industry Capability Maturity Model for use in the construction sector. EPSRC assessment of final report “good”.

1998-1999 Principal Investigator, with Marcus Ormerod and Rita Newton (University of Salford) for £41,466 project, funded by EPSRC (GR/M05270/01), for **A Feasibility Study into Creating Accessible Environments within the Briefing Process**. This project is a pilot to establish clearer metrics for accessibility of buildings. study. EPSRC assessment of final report “significant contribution”.

1997-1998 Principal Invesigator for £27,000 project, funded by the DETR and supported by the Conseil International du Batiment (CIB) and the Civil Engineering Research Foundation in Washington, USA for **Integrated Delivery for Sustainability**. The project established two Delphi groups (UK and international) and developed consensus views on definitions of sustainable construction, objectives and associated stakeholders, and a map of current activity, leading to a research agenda.

1997-1998 Principal Investigator for **Building Surveyor's Client Survey**, with others, funded for £12,000 by the Royal Institution of Chartered Surveyors. Postal questionnaire providing importance and performance profiles for building surveyors, together with data on service awareness and development possibilities.

1997-1988 Principal Investigator for a £33,000 project subcontracted by the Construction Industry Council and funded by the DOE's Partners in Technology programme for **Integrating to Innovate**. The project is looking at low level innovation within and between the full range of stakeholders to construction, including supple industries, using case studies, passive observation and problem-solving workshops. study.

* 1. Principal Investigator for £30,000 research sub-contract from the Reinforced Concrete Council, funded by the DOE's Partners in Technology programme for **Hybrid Concrete Construction: Supple Chain Analysis**. This project was orientated towards establishing a strong market position for concrete in construction and was based on face-to-face and telephone interviews linked to soft data analysis of the existing supply chains. A clear set of performance criteria were created and used.

1996-1997 Principal Investigator for a £33,000 project, funded for £20,000 by the HEQC, to investigate, through action research in the Department of Surveying at Salford, **Quality Improvement in Highly Research Orientated University Departments**. Projects applied and extended the supple systems ideas developed in earlier work.

1995-1997 Instigator and Project Manager for £331,557 project from the LINK IDAC Programme (GR/K57060/01) for **Managing the Brief as a Process of Innovation**. The project took a very broad and rich perspective involving action research in order to reveal new insights. Results published by Blackwells as **Better Construction Briefing**. EPSRC assessment of final report “useful contribution”.

1995-1996 Joint delivery (with Professor Alan Neal of Leicester University and Dr Frank Wright from Salford University) of a £70,000 training programme on **Implementing Health and Safety Law and management** for the top two hundred managers in Mowlems"

1993-1995 Project co-ordinator for 50,000 ecu EU PHARE funded project on **Quality Management in Construction** involving partners from Estonia, Denmark and Lithuania. Cross-cultural comparison.

1992-1994 Instigator and Project Manager for a £346,470 project from the LINK CMR programme (GR/H83904/01) for **Facilities Management: The Good Practice Project**". Results published commercially by Blackwells Scientific as "Facilties Management: Towards Best Practice". Work based on a detailed case study approach. Book has sold out, been republished in paperback and translated into German. EPSRC assessment of final report “significant contribution”.

1991-1994 Holder of £40,000 grant from SERC (GR/G59561/01) for **Making QA Work for the Construction Professions**. Final report rated as making a "significant contribution to knowledge" by SERC. Concept of supple systems developed; used questionnaire surveys and a Delphi study. SERC assessment of final report “significant contribution”.

1986-1989 PhD study of 32 professional firms supported by theoretical development of systems and contingency model together with structured interview techniques and postal questionnaires for the fieldwork.

# Postgraduate Students

## Current – up to March 2016 when left Salford.

**Robert Stott**

Professional Doctorate (2011-date: transferred supervisor 2015) on “Corporate Asset Management Planning within the UK Higher Education Sector”.

**Weng Keomg Kong**

PhD (2015-date) on “Strategic Management in the Construction Industry: When East meets West”.

**Johnny Yip**

PhD (2015-date) on “Managing the implementation of FM organisations”.

**Kirsi Taivalantti**

PhD (2015-date - online) on “Social Psychology of Educational Spaces”

**Kathryn Yates**

PhD (2012-date: transferred supervisor 2015) on “The Impacts of an Integrated Health and Social Care System on People With Dementia”.

**Karl Fletcher**

Professional Doctorate (2012-date; transferred supervisor 2014) on “Facilities management and school performance”.

**John Forde**

Professional Doctorate (2012-date) on Realizing the Potential of Knowledge Workers: an investigation of staff motivation and effectiveness in the built environment sector

**Femi (Olorunfemi) Balogun**

Professional Doctorate (2011-date) on Innovation in Small Quantity Surveying Firms in Nigeria

## Successfully graduated (alphabetical)

**Antonio Assuncao Alho**

**Part time PhD (1994-2003) on** Elegance in Environment Impact Assessment: A Framework Applied to the Portuguese Case

Awarded PhD July 2003

**Carlos Alberto de Assuncao Alho**

Full time PhD (1994-2002) on Authenticity Criteria for Conservation of Historic Places

Awarded PhD December 2000

**Jeremy W Banks**

Part time MPhil (1990-1993) on A Synthesis of Clients' Criteria for the Assessment of Professional Firms and the Service Offering

Awarded MPhil 1993

**Lucinda Barrett**

Part time PhD (2005-2008) on The Management of Academic Workloads

Awarded PhD July 2008

**Anthony John Faulkner**

Part time MPhil (1992-1996) on Achieving Exemplary Quality in the UK Construction Professions

Awarded MPhil 1996

**Diane Gair** (co-supervisor)

Professional Doctorate (2009-date) on the Impact of Design on the Student Learning Experience

Awarded MRes 2015.

**Mike Hoxley**

Part time PhD (1994-1998) on The Impact of Competitive Fee Tendering on Construction Professional Service Quality

Awarded PhD 1998

**Mike Hoxley**

Part time MPhil (1991-1993) on The Client Referral System for Construction Professionals

Awarded MPhil 1993

**Derrick Hulett**

Full time PhD (1996-2001) on The Disintegration and Reintegration of Building Contractors Management Systems

Awarded PhD 2001

**Peter** **Layland**

Part time PhD (1994-2000) on Local Authority Service Quality Measurement

Awarded PhD 2000

**Ian Miles** (co-supervisor)

Professional Doctorate (2011-2014) on The Design of Residential Care Facilities

Awarded MRes 2014.

**John Neve**

Part time PhD (1991-2001) on 'Decisions between Preservation and Change of Historic Buildings'
Withdrawn from studies 2001

**David Owen**

Part time PhD (1991-1994) on Contracting-out in a Facilities Management Context

Awarded PhD 1994

**Audrey Schultz**

PhD (2010-2016; transferred supervisor 2014) on “Lean, Visual, Facilities Management”.

Awarded PhD 2016

**Wisnu Setiawan**

Full Time PhD (2009-2013; transferred supervisor 2012) on Urban Development Response to Social Diversity and Potential Conflict in Indonesia

Awarded PhD November 2013

**Martin Sexton**

Part-time PhD (1994-2000) 'Sustainable Built Environments and Construction Activity through Dynamic Research Agendas'.

Awarded PhD December 2000

**Ed Simpson**

Full time PhD (1994-1998) on Assessment of Facilities Management Performance

Awarded PhD 1998

**Jan Sinke**

Professional Doctorate (2010-2014; transferred supervisor 2013) on “The Impact the Leadership and Management Characteristics of Chief Executive Officers of Dutch Housing Associations”.

Awarded Professional Doctorate November 2014.

**Craig Taylor**

Full Time MPhil (2009-date) on Learning Pedagogy and Optimal Learning Spaces - withdrew 2013 owing for family reasons.

**Pat Turrell**

Part time MPhil (1992-2001) on School Maintenance Management: Meeting the Clients Needs with a Condition Survey

Awarded MPhil July 2001

**Maria Constanca P S Vasconcelos**

Full time PhD (1996-2001) on Public Involvement in Environmental Impact Assessment: The Portuguese Case

Awarded PhD July 2001

**Simon Waldren** (co-supervisor)

Professional Doctorate (2011-2014) on Lighting Effects on Occupants in Offices

Awarded MRes 2014.

**Zigang** **Zhang**

Full time PhD (1996-2000) on Quality Management for Chinese Construction

Awarded PhD July 2001

# ****Refereed Journal and Conference Papers / Books / Reports / Articles****

Over 185 refereed publications since 1987

2022 P.Barrett (2022) Interview published in El Tiempo (national newspaper in Columbia) “Infraestructura y aprendizaje, una estrecha relacion” (Infrastructure and learning, a close relationship), 6 pages, reporter Mateo Chacon Orduz, 3 October 2022.

2022 P.Barrett (with M.Hudson) (2022) “Planning Learning Spaces: Pedagogically-driven Shifts in Classroom Layouts”*,* in *Learning by Design*, Fall 2022.

2022 P.Barrett (2022) “Guest Editorial” of *Dialogues: The Compendium – Journals 2017-2021*, AIA-CAE, Fall 2022, pp1-2.

2022 P.Barrett (2022) *A Journey into Space*, Learning Spaces, Cambridge. An independent longitudinal assessment of an intervention in a primary school, involving pedagogically-led changes to spaces and layout.

2022 P.Barrett (2022) *A study on smart, effective, and inclusive investment in education infrastructure*, European Union, Luxemburg (executive summary and full report). Project assessed the 27 countries of the EU for the European Commission, Directorate-General for Education, Youth, Sport and Culture. My input, as part of the lead Lithuanian PPMI team, focused mainly on: methodology, cross case analyses and the development of a best practice country-level model.

2020 P.Barrett (2020) “Evidence for the impact of classroom design on learning: Implications for practice”, *Australian Educational Leader*, 42(1), ACEL, pp22-25.

2019 P.Barrett, A.Treves, T.Shmis, D.Ambasz, and M.Ustinova (2019) *The Impact of School Infrastructure on Learning: A Synthesis of the Evidence*, The World Bank Group, Washington.

2019 P. Barrett and L.Barrett (2019) "Primary schools must be Designed to enhance learning" in *Designing Buildings for the Future of Schooling: Contemporary Visions for Education*, edited by H.M. Tse et al, Routledge, Abingdon, Chapter 6, pp113-130.

2018 P.Barrett and M.Sharma (2018) Optimal spaces for those living with dementia: principles and evidence, *Building Research & Information*, Vol 47, No 6, pp734-46.

2018 P.Barrett (2018) *Top Ten Ways to Innovate the Primary School Classroom*, published with Gratnells, Harlow. Translated into Arabic 2019.

2018 P.Barrett (2018) Why Place Values are all important, *TES* (*Times Educational Supplement)*, London, 27 July 2018, pp54-55.

2018 P. Barrett (2018) “Lessons from schools for productive office environments: the SIN model” in *Creating the Productive Workplace: Places to Work Creatively,* edited by Derek Clements-Croome, Routledge, Abingdon, Third Edition, Chapter 7, pp111-24.

2017 P. Barrett and L. Barrett (2017) *Critical review of Project Minerva design,* confidential report for The Haberdashers' Aske's Boys' School,Nutbox Consultancy, Buxton.

2017 P. Barrett (2017) “Classroom Design Impacts on Learning: Evidence form the HEAD project”, in *Dialogues*, Issue 01 – Fall 2017, AIA-CAE, Washington, pp8-9.

2017 P. Barrett and L. Barrett (2017) *The impact of physical school design on learning and transitions amongst Reception and KS1 primary school children*, confidential report for the Girls’ Day School Trust, Nutbox Consultancy, Buxton.

2017 P. Barrett (2017) “Primary considerations for learners as individuals” *Learning Spaces: making more effective learning spaces*, Vol 3.4, Imaginative Minds Ltd, Birmingham, pp12-17.

2017 P. Barrett and L. Barrett (2017) *The potential impact of physical conditions of a sample of Romanian schools on learning outcomes*, confidential report for the World Bank, working for the National Centre for Technical and Vocational Education and Training Development in Romanian, Nutbox Consultancy, Buxton.

2017 Y. Zhang, P. Barrett, F. Davies and L. Barrett, (2017) “A field survey on the indoor environmental quality of the UK primary school classroom”, *British Journal of Nursing*, Vol 11, No. 10, pp492-96.

2016 P. Barrett and L. Barrett “HEAD for Norway Knowledge Transfer Project for School Design for Learning”, Report for the Norwegian Ministry of Education and Training, Nutbox Consultancy, pdf freely available on <http://www.skoleanlegg.utdanningsdirektoratet.no/artikkel/123/24/Kunnskapsoverforing-for-utforming-av-klasserom>

2016 W. Setiawan and P. Barrett, (2016) “The Built Environment Element of Economic Development in Post Conflict Response in Indonesia” in Procedia – Social and Behavioural Sciences, 234 (2016) pp478-87. doi:10.1016/j.sbspro.2016.10.266

2016 P.S.Barrett, F.Davies, Y.Zhang and L.C.Barrett (2016) “The Holistic Impact of Classroom Spaces on Learning in Specific Subjects”, *Environment and Behavior*, pp1-27. DOI: 10.1177/0013916516648735.

2016 Peter Barrett “Strong Evidence Found of the Impact of School Design on Learning” blog on the American Institute of Architects, Committee on Architecture for Education, AIAKnowledgeNet, <http://network.aia.org/committeeonarchitectureforeducation/blogs/dina-sorensen/2016/02/18/strong-evidence-found-of-the-impact-of-school-design-on-learning>, February 2016.

2015 P. Barrett, L. Barrett and Y. Zhang, “Teachers’ Views of their Primary School Classrooms”, *Intelligent Buildings International*, <http://dx.doi.org/10.1080/17508975.2015.1087835>.

2015 P. Barrett, “Design for Learning”, *Special Children, Meeting Children’s Additional Educational Needs,* Optimus Education, London, No 27, November / December 2015, pp8-10.

2015 Peter Barrett, Innovate My School, “Top 10 ways to innovate the primary school classroom”, 10 June 2015, <http://www.innovatemyschool.com/industry-expert-articles/item/1442-top-10-ways-to-innovate-the-primary-school-classroom.html>

2015 Peter Barrett, “New study concludes with strong evidence of the impact of school design on learning” *US Green Building Council Centre for Green Schools,* 18 May 2015, <http://www.usgbc.org/articles/new-study-concludes-strong-evidence-impact-school-design-learning>.

2015 Peter Barrett, “Innovating the Primary School Classroom”, *Innovate UK Network, \_connect,* 28 April 2015, <https://connect.innovateuk.org/web/modernbuiltktn/article-view/-/blogs/innovating-the-primary-school-classroom>.

2015 Peter Barrett, “The impact of classroom design on pupils’ learning: Final results of a holistic, multi-level analysis” *ANFA (Academy of Neuroscience for Architecture) article,* 11 March 2015 <http://www.anfarch.org/news/the-impact-of-classroom-design-on-pupils-learning-final-results-of-a-holistic-multi-level-analysis/>

2015 Peter Barrett, “Classroom design can boost primary pupils’ progress by 16%”, *The Conversation*, 25 February 2015, <https://theconversation.com/classroom-design-can-boost-primary-pupils-progress-by-16-37996>.

2015 P. Barrett, F. Davies, Y. Zhang and L. Barrett (2015), The impact of classroom design on pupils' learning: Final results of a holistic, multi-level analysis. *Building and Environment,* Vol 89 (2015) pp118-133. <http://dx.doi.org/10.1016/j.buildenv.2015.02.013>.

2015 P. Barrett, Y. Zhang, F. Davies and L. Barrett (2015), *Clever Classrooms: Summary Report of the HEAD Project,* University of Salford, Salford. <http://ow.ly/Jz2vV>

2014 A. Williams and P. Barrett (2014) “Creating Sensory-sensitive Spaces” chapter in *BIT: Recipes or Remarkable Research*, edited by A. Williams, D. Jones and J. Robertson, Sense Publishers, Rotterdam, pp76-85.

2014 P. Barrett and E. Finch (2014) *Facilities Management: The Dynamics of Excellence,* Third Edition, Wiley-Blackwell, Chichester, 320 pp.ISBN 978-0-4706-7397-3.

2013 P. Barrett, L. Barrett, and F. Davies, Achieving a step change in the optimal sensory design of buildings for users at all life-stages*.* *Building and Environment*, 2013. **67**(0): p. 97-104. <http://authors.elsevier.com/sd/article/S036013231300156X>

2013 P. Barrett and L. Barrett (2013), *Promoting Positive Gender Outcomes in Higher Education through Active Workload Management*, University of Salford, Salford, 11 September 2013.

2013 Peter Barrett and Lucinda Barrett (2013) “Evidence-based Performance Enhancement for the Built Environment”, in the *Proceedings* of the CIB World Building Congress, 6-9 May 2013, QUT, Brisbane.

2013 Peter Barrett (2013), Book Review: Enhancing Building Performance Shauna Mallory-Hill, Wolfgang P.E. Preiser and Christopher G. Watson, Wiley Blackwell, London, 2012, 360 pp (pb), *Construction Management and Economics*, DOI:10.1080/01446193.2013.783704

2013 Peter Barrett (2013), Article in *Guardian Education Supplement*, “Changes in Classroom Environment Can Improve Learning”, 16 April 2013, p4.

2013 P.S.Barrett, Y. Zhang, J. Moffat and K.Kobbacy (2012). "An holistic, multi-level analysis identifying the impact of classroom design on pupils' learning." *Building and Environment*, Vol 59, pp678-689. <http://dx.doi.org/10.1016/j.buildenv.2012.09.016> - most downloaded paper and selected as Best Paper for this journal in 2013 (with two others out of 1300 submitted).

2012 P. Barrett and Y. Zhang (2012) **“Teachers’ views on the designs of their primary schools”**, *Intelligent Buildings International*, 4:2, pp89-110, DOI:10.1080/17508975.2012.672305.

2012 Y Zhang and P Barrett (2012), **“Factors influencing occupants’ blind-control behaviour in a naturally ventilated office building”**, *Building and Environment,* 54, pp137-147.

2012 Y. Zhang and P. Barrett (2012) **“Factors influencing the occupants’ window-opening behaviour in a naturally ventilated office building”,** *Building and Environment*, 50, pp 125-134.

2011 A. Short, P. Barrett and A. Fair (2011). **Geometry and Atmosphere: Theatre Buildings from Vision to Reality**, Ashgate Publishing Company, Farnham.

2011P Barrett and Z Hamid (2011) **Malaysian Revaluing Construction Workshop Report**, Malaysian CIDB / CREAM, Kuala Lumpur, Malaysia.

2011 P.S. Barrett, Y. Zhang and L.C. Barrett (2011). **"A Child’s Eye View of Primary School Built Environments."**, *Intelligent Buildings International* 3:2, pp107-123.

2011 L. Barrett and P. Barrett (2011) **‘Women and Academic Workloads: Career Slow Lane or Cul-de-Sac’**, *Higher Education*, February 2011: Volume 61, No 2, pp141-155. DOI: 10.1007/s10734-010-9329-3.

2010 P. Barrett and L. Barrett (2010). **"The Potential of Positive Places: Senses, Brain and Spaces."** *Intelligent Buildings International* 2: 218-228. DOI:103763/inbi2010.0042

2010 P. Barrett, D. Amaratunga, R. Haigh, K. Keraminiyage and C. Pathirage (2010). **Summary Proceedings of the CIB World Congress: Building a Better World**, CIB / University of Salford, including 650 abstracts linked to full papers, which papers have been published under the same editorship as 26 individual CIB reports and are available via the CIB / ICONDA repository from: <http://www.disaster-resilience.net/cib2010/index.php> or <https://www.irb.fraunhofer.de/CIBlibrary/about.html>.

2010 P. Barrett (2010). **“Creating Sensory-Sensitive Creative Spaces”,** in *Proceedings of Colour, Light and Architecture*, edited by Pietro Zennaro, Universita Iuav di Venezia, Knemesi, Verona, pp187-92.

2010 Y Zhang and P Barrett (2010) “Findings from a Post-occupancy Evaluation in the UK Primary Schools Sector” in *Facilities: Special Issue on Environment Behaviour in Facilities Management*, Vol 28, No 13/14, pp641-56.

2010 L. Barrett and P. Barrett (2010) “Cycles of Innovation in Managing Academic Workloads” in *Higher Education Quarterly*, April 2010, Volume 64, no 2, pp183-199. DOI: 10.1111/j.1468-2273.

2009 P Barrett and M Sutrisna (2009**) “Methodological strategies to gain insights into informality and emergence in construction project case studies”** in *Construction Management and Economics, Special Issue on Informality and Emergence in Construction*, guest-edited by Paul Chan and Christine Räisänen, 27 (10), pp935-948.

2009 Peter Barrett and Yufan Zhang, (2009), **Optimal Learning Spaces: Design Implications for Primary Schools**, SCRI Report No2, SCRI, Salford.

2009 A Short, P Barrett, A Fair and S Macmillan, (2009) **Building Excellence in the Arts: A Guide for Clients**, CABE, London

2009 Peter Barrett (2009) Case studies of the **Chinese Arts Centre, Manchester** and **Mind the Gap, Bradford**, CABE, London [www.cabe.org.uk/casestudies.aspx](http://www.cabe.org.uk/casestudies.aspx)

2009 Peter Barrett and Lucinda Barrett, (2009), **Managing Academic Workloads: Improving Practice in the Sector**, Leadership Foundation for Higher Education, London.

2009 P.S Barrett and L.C. Barrett, (2009). **“The Management of Academic Workloads: Creating a Community of Good Practice”** in *Engage* the Magazine of the Leadership Foundation for Higher Education. London.

2008 Peter Barrett, Martin Sexton and Angela Lee, (2008), **Innovation in Small Construction Firms**, Taylor and Francis, London, ISBN 9780415246415.

2008 Peter Barrett, (2008), “A Global Agenda for Revaluing Construction: the Client’s Role”, in **Clients Driving Innovation**, edited by P Brandon and S Lu, Wiley-Blackwell, Chichester, pp3-15

2008 Lucinda Barrett and Peter Barrett, (2008), **The Management of Academic Workloads: Full Report.** Leadership Foundation for Higher Education London.

2008 Barrett, P.S., (2008), **Revaluing Construction**, Blackwell Science, Oxford, ISBN-10: 1-4051-5919-7.

2007 Peter Barrett, Carl Abbott, Les Ruddock and Martin Sexton, (2007) **Hidden Innovation in Construction and Property Sectors**, *RICS Research Paper Series*, Vol 7, No 20, RICS, London. ISSN 1464-648X

2007 Peter Barrett, (2007), **International Examples of Service-driven Innovation**

**in Construction**, NESTA, London <http://www.nesta.org.uk/assets/Uploads/pdf/Research> (this report supported the development of the five sector NESTA / DBERR policy reports on service-driven and “hidden” innovation.

2007 Goulding, J., Sexton, M., Zhang, X., Kagioglou, M., Aoaud, G., Barrett, P.S., **Technology adoption: breaking down barriers using a virtual reality design support tool for Hybrid Concrete**, *Construction Management and Economics*, Vol 25, Issue 12, pp1239-50.

2007 Peter Barrett and Lucinda Barrett, (2007), **Current Practice in the Allocation of Academic Workloads***, Higher Education Quarterly*, Vol 61, No 4, pp461-78.

2007 Barrett, P.S., (2007) **Revaluing Construction: An holistic model**. *Building Research and Information,* Vol 35, No. 3, pp 268-286.

2007 Sutrisna, M. and Barrett, P. (2007), **Applying rich picture diagrams to model case studies of construction projects**, *Engineering, Construction and Architectural Management,* Vol 14, Issue 2, pp164-179.

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