



ASC Competition 2027
Regions 6 and 7

Integrated Project Issue Resolution

Problem Preview

Clark Construction Group
10/5/2026

Note to Participants: Updated Category Name

Clark is pleased to offer this preview of the ASC Competition category; the "***Integrated Project Issue Resolution***" problem for the 2027 competition. In this category Clark seeks to bring the real world to the competing students, with the hope and expectation that you will learn and grow from the experience. Our intent is to show you the cutting-edge project issue resolution methods we deal with, from the perspective of the senior-level people who are making it happen.

In past years, this problem category typically highlighted a project that was built using the Integrated Project Delivery method, with its defining features of an integrated owner/designer/builder team and contractual profit-sharing incentives.

In 2026, the Integrated Project profit sharing incentive is no longer a common contracting method, but projects of all delivery types increasingly rely on the integrated team to resolve project issues. Whether design-build, CMGC or bid-build, owners and developers are increasingly requiring builders to be a main participant in the coordination and resolution of project issues. In this sense, the "integrated" team of owner/designer/builder is becoming more common in all types of projects, regardless of contract type or delivery method. The integrated team is no longer restricted to projects that utilize a profit-sharing incentive.

Beginning this year, the title of this category has been updated to "Integrated Project Issue Resolution." Our problem has always focused on presenting a series of project issues to competing teams that are worked in a collaborative manner and culminate in a meeting to discuss the issues amongst the owner/designer/builder team. To present the best possible problem to competition participants while also keeping pace with the developing construction market, the problem will no longer solely feature projects that utilize an Integrated Project contract type. The featured project could utilize any form of

contract and delivery method, but ***the style and content of the problem category will otherwise remain unchanged from past years.***

The term that best describes this change is “Integrated Project Issue Resolution,” as the primary focus of the competition will be each team’s ability to develop solutions to complex project issues and work through them in an integrated fashion with the owner and designer teams.

I hope this new name provides clarity to the intent of our problem category and would like to reiterate that other than featured project contract type, the problem content remains unchanged. Clark looks forward to another successful year of our category under its new banner: *Integrated Project Issue Resolution*.

Please reach out to me directly if you have any questions.

Regards,

Trevor Gerard, P.E.
Project Executive
Clark Construction Group
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THE 2027 PROBLEM

Clark will present a problem this year focused on the execution of a fast-paced, technically challenging project. The student teams will each assume the role of the General Contractor on the project. The judges will act as the Owner's Representatives and Design Consultants. Together, we will work through the subject project, identifying problems, and solving them in an integrated format. The goal is to complete the project at the lowest responsible cost and time, while staying true to the Owner's project criteria requirements.

You will need to be familiar with higher-level construction management and related skills such as Design-Build, BIM/VDC, Lean Design and Construction, LEED, etc. You must not lose sight of the traditional core construction skills such as estimating, scheduling, constructability analysis, site utilization, project management planning, etc. You must be comfortable with your ability to understand the nature of the problems the project encounters, and then work within an integrated team environment to solve them. You must understand the capabilities and limitations of the various team members involved, and be able to create the most effective solutions. Your willingness and proficiency at inter-team and intra-team collaboration will be key.

One member of each team should identify themselves to Trevor Gerard, the lead Clark Construction judge, at trevor.gerard@clarkconstruction.com by 1/08/2027. Also, we would like to get to know all team members before the competition. Each team captain should email a copy of their team resumes to Trevor Gerard by 1/08/2027.

The Problem Statement will be distributed to all teams in person at 6:30 AM on Thursday, February 4, 2026. Please locate the Clark room the day before the event to ensure you are there on time. These documents will describe in detail the exact condition of the project at that moment, for the purposes of our competition. This will include data relative to financials, safety, schedule, quality control, design/scope and other relevant factors. Clark judges will conduct an open Q&A session at 10:00AM to ensure all teams understand the documents and the current status of the project.

Clark will identify a number of project problems or challenges to be solved. Clark judges, acting as the Owner and Owner Controlled Entities, will visit with each team to engage with them relative to their proposed solution to each discrete problem in turn. The teams will be expected to demonstrate the internal evaluation and negotiation process they followed in reaching their solutions, and to quantify the results in terms of impact on the overall project. There is no assurance the "Owner" will agree with the initial recommendation of the student team, and debate regarding a more effective path may result.

An early written deliverable on five of the issues will be due at 1:00PM Thursday and the written deliverables for all remaining issues will be due to the judges at 10:00PM on Thursday.

These two deliverables will be the written deliverable of the competition. These documents must represent your team's combined solutions to all the individual problems, and the cumulative effect these solutions will have on the overall project results. There will be no specific need for graphic representations of solutions unless sketches are needed for clarity. If so, these graphics will not require preparation by an architecture student, but you are welcome to include one on your team if desired.

On Friday, oral discussions will be held in person with the judges. The judges will continue in the role of the Owner and you will continue to act as the General Contractor of the Integrated Team. This is not a presentation, it is a business meeting. The focus of the oral discussion should be on communication and explanation. Your team should demonstrate how and why you reached the solutions that you did, be prepared to defend them, and gain the Owner's concurrence.

SKILLS REQUIRED

This is a construction management competition based on a complex construction project including broad services from design to project management. The most efficient method for executing such a project requires the owner/designers/builders to be members of an integrated team. The skills required in order to be successful with an integrated team are the same skills that are required to manage projects but in a highly collaborative and proactive environment using best practices including current technology. The best performances will be by teams encompassing both the traditional skills of scheduling, budget awareness, design management, and problem solving, as well as well-developed communication, collaboration and teamwork abilities. The key to success is in thinking broadly about the varied interests and capabilities of all the diverse team members, and in conjunction with a strong understanding of each problem, bringing those two aspects together to discern the most effective, efficient resolution. Teams must be familiar with the concepts and application of the principles of; Design, BIM, LEED, and all general pre-construction services.

OTHER INFO

In both the written and oral portions, the judges will expect to see a quality work product suitable to the professional business environment we work in. This means the reports and resolution proposals must be neat and organized. Additionally, do not spend any time in either the written or oral work "selling" the imaginary company your team represents; instead put your time into the content of your work. Do not spend time incorporating pre-packaged materials such as generic safety plans, generic project management plans, or generic quality control plans. As in the real-world, each issue presented in this competition require bespoke solutions that are not served by generic quality, safety, or project management plans.

Teams will be provided with electronic PDF documents and you must have compatible software. In addition, all teams must have scheduling software of your choice for producing a project schedule.

As will all complex construction projects utilizing an integrated team, there will be a design component to your work, in that all teams must describe how they propose to resolve the project's issues, including but not limited to design changes. It is not necessary to include architectural or engineering students on your teams. The level of graphic information that is required to communicate the proposed problem solutions is not above the "sketch" level, well within the skills expected of a construction project manager.

Written problem solution deliverables must be submitted to the judges in electronic format. Clark will provide a BOX link to save them in. In addition, teams must email a copy of their deliverables to Trevor Gerard at trevor.gerard@clarkconstruction.com. The team is expected to electronically tab their answers to the questions. Your school's name should appear on the front cover of your report. Further requirements and advice will be provided with the Problem Statement.

For the oral discussions, there is no need to utilize PowerPoint. The focus of the oral discussion is on the content of your problem solutions and the communication of that, as well as your thought process, to the judges. You should expect considerable Q&A, including an effort by the judges to determine the thought process that went into each portion of the solution.

The student teams will be comprised of six members each. Teams may consist of all graduate students, all undergraduate students, or a mix of each. Clark will enforce the current competition rules as agreed among ASC faculty and sponsors.

Clark will not provide lunch/dinner for the teams on Thursday or Friday, so it will be each school's responsibility to plan meals accordingly.

Because of the judging visits and joint working sessions, there will be close interaction between the student teams and the judges during the preparation of the teams' written work product. There will be limited judging of the students' interaction during those sessions. Judging of the written problem solutions submitted to the judges will be judged specifically on the written work product. Additionally, judging of the teams for their group and individual interaction with the judges will occur during the oral discussions.

Clark expects the competing students to give back to their universities and programs by sharing the lessons. The projects and delivery methods you will be exposed to are representative of the most evolved and even futuristic that are to be found. Take advantage of this chance to expose your fellow students to the techniques they may soon encounter in their work.

The 2026 event will continue the legacy of exciting ASC competition in Regions 6 and 7. At Clark Construction Group, we believe this event should be fun, challenging, educational, and competitive. We look forward to meeting you!

Regards,

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