Stanford

Raymond Levitt

Kumagai Professor in the School of Engineering, Emeritus

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CONTACT INFORMATION

- **Administrative Contact**

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Bio

BIO

Dr. Levitt served on the faculty of the Dept. of Civil & Environmental Engineering at Stanford from 1980 until his retirement in 2017. Before that, he served on the faculty of MIT's Civil Engineering Dept. from 1975-1980.

Projects to develop and operate civil infrastructure increasingly involve private, public and NGO participants from multiple countries, resulting in clashes between participants' values, cultural norms and laws that can create high institutional costs, and attendant delays. Dr. Levitt's past research, conducted through the Global Projects Center (GPC), which he founded and directs, was aimed at developing new financing, governance and organizational approaches to enhance the long-term financial, environmental and social sustainability of these critically needed, but institutionally challenging, projects. His research program developed theory, methods, and tools to design organization structures and governance regimes for project and matrix organization structures in construction and other project-based industries.He retired from Stanford in July 2017, and has been recalled part time to continue teaching his class on "Venture Creation for the Real Economy". In recognition of this work, he was appointed by Governor Schwarzenegger as a Commissioner of the California Public Infrastructure Advisory Commission (PIAC) in 2008 and served as a Commissioner of PIAC from 2008-2013.

Levitt founded and served as Academic Director of the Stanford Advanced Project Management (SAPM) executive education certificate program. SAPM awarded more than 9,000 certificates to mid-career professionals in a wide variety of industry sectors from its inception in 1999 until 2018.

He was elected a Distinguished Member of the American Society of Civil Engineers and a Member of the National Academy of Construction..

After retiring from Stanford in 2017, Dr. Levitt joined Blackhorn Ventures as an Operating Partner. He currently leads Blackhorn's investments in startups whose solutions aim to increase resource efficiency dramatically, with attendant decarbonization, in all phases of the development of buildings and infrastructure.

ACADEMIC APPOINTMENTS

- Emeritus Faculty, Acad Council, Civil and Environmental Engineering

- Affiliate, Precourt Institute for Energy

ADMINISTRATIVE APPOINTMENTS

- Chair, Stanford Faculty Senate and Steering Committee, (2012-2013)

HONORS AND AWARDS

- Elected Member, National Academy of Construction (2017)

- Honorary Doctor of Philosophy, Åbo Akademi University, Turku, FInland (2016)

- Pathfinder Award, Engineering Project Organization Society (2010)

- Elected Distinguished Member, American Society of Civil Engineers (2008)

- Peurifoy Construction Research Award, American Society of Civil Engineers (2006)

- Dean's Award for Industry Education Innovation, School of Engineering, Stanford University (2002)

- Computing in Civil Engineering Award, American Society of Civil Engineers (2000)

- Commitment to Life Award, National Safe Workplace Institute (1987)

BOARDS, ADVISORY COMMITTEES, PROFESSIONAL ORGANIZATIONS

- Member, National Academy of Construction (2013 - present)

- Chair, Pathfinder Awardee, Engineering Project Organizations Society (2012 - present)

- Distinguished Member, American Society of Civil Engineers (2010 - present)

PROFESSIONAL EDUCATION

- PhD, Stanford University , Civil and Environmental Engineering (1975)

- MS, Stanford University , Civil and Environmental Engineering (1973)

- B.Sc. Cum Laude, University of Witwatersrand, Johannesburg, South Africa , Civil and Environmental Engineering (1971)

PATENTS

- Yan Jin, John Kunz, Raymond Levitt, Marc Ramsey, Carlos Rivero and Charles Thaeler. "United States Patent US 8099312 B2 Project Management System and Method", Jan 12, 2012

LINKS

- Personal Web Page: http://stanford.edu/people/~rel

- Global Projects Center Site: https://gpc.stanford.edu

Research & Scholarship

CURRENT RESEARCH AND SCHOLARLY INTERESTS

* Toward an Integrated, Lifecycle Governance Framework for Delivering Civil Infrastructure Systems: National Science Foundation; (Collaborative Grant with Virginia Tech)

* To what extent, and how, do formal and informal aspects of Integrated Project Delivery approaches increase systemic innovation in complex building projects: Jointly funded by Center for Integrated Facility and Global Projects Center.

* Comparing US and Chinese Approaches for Infrastructure Development Abroad: Smith-Richardson Foundation (Collaborative grant with Stanford Center on Democracy, Development and the Rule of Law)

Teaching

COURSES

2023-24

- Venture Creation for the Real Economy: CEE 246, MS&E 273 (Win)

2022-23

- Venture Creation for the Real Economy: CEE 246, MS&E 273 (Win)

2021-22

- Venture Creation for the Real Economy: CEE 246, MS&E 273 (Spr)

2020-21

- Venture Creation for the Real Economy: CEE 246, MS&E 273 (Spr)

Publications

PUBLICATIONS

- **One approach does not fit all (smart) cities: Causal recipes for cities' use of "data and analytics"** *CITIES*
  Ruhlandt, R., Levitt, R., Jain, R., Hall, D.
  2020; 104

- **Organizational roles in a sustainability alliance network** *BUSINESS STRATEGY AND THE ENVIRONMENT*
  Peterman, A., Kourula, A., Levitt, R.
  2020

- **Using scripts to address cultural and institutional challenges of global project coordination** *JOURNAL OF INTERNATIONAL BUSINESS STUDIES*
  Cramton, C., Kohler, T., Levitt, R. E.
  2020

- **Rejoinder to the Festschrift** *CONSTRUCTION MANAGEMENT AND ECONOMICS*
  Levitt, R. E.
  2020; 38 (4): 409–11

- **Drivers of Data and Analytics Utilization within (Smart) Cities: A Multimethod Approach** *JOURNAL OF MANAGEMENT IN ENGINEERING*
  Ruhlandt, R., Levitt, R., Jain, R., Hall, D.
  2020; 36 (2)

- **(Re)defining public-private partnerships (PPPs) in the new public governance (NPG) paradigm: an institutional maturity perspective** *PUBLIC MANAGEMENT REVIEW*
  Casady, C. B., Eriksson, K., Levitt, R. E., Scott, W.
  2020; 22 (2): 161–83

- **Projects in the Business Ecosystem: The Case of Short Sea Shipping and Logistics** *PROJECT MANAGEMENT JOURNAL*
  Eriksson, K., Wikstrom, K., Hellstrom, M., Levitt, R. E.
  2019; 50 (2): 195–209

- **(Re)assessing public-private partnership governance challenges: an institutional maturity perspective** *PUBLIC-PRIVATE PARTNERSHIPS FOR INFRASTRUCTURE DEVELOPMENT: FINANCE, STAKEHOLDER ALIGNMENT, GOVERNANCE*
  Casady, C. B., Eriksson, K., Levitt, R. E., Scott, W., Levitt, R. E., Scott, W. R., Garvin, M. J.
  2019: 188–204

- **Introduction: PPPs - theoretical challenges and directions forward** *PUBLIC-PRIVATE PARTNERSHIPS FOR INFRASTRUCTURE DEVELOPMENT: FINANCE, STAKEHOLDER ALIGNMENT, GOVERNANCE*
  Scott, W., Levitt, R. E., Garvin, M. J., Levitt, R. E., Scott, W. R., Garvin, M. J.
  2019: 1-18

- **SYSTEMIC INNOVATION OF COMPLEX ONE-OFF PRODUCTS: THE CASE OF GREEN BUILDINGS** *ORGANIZATION DESIGN*

  Katila, R., Levitt, R. E., Sheffer, D., Joseph, J., Baumann, O., Burton, R., Srikanth, K.

  2019; 40: 299–328

- **Public-private partnerships for infrastructure delivery** *PUBLIC-PRIVATE PARTNERSHIPS FOR INFRASTRUCTURE DEVELOPMENT: FINANCE, STAKEHOLDER ALIGNMENT, GOVERNANCE*

  Monk, A. B., Levitt, R. E., Garvin, M. J., South, A. J., Carollo, G., Levitt, R. E., Scott, W. R., Garvin, M. J.

  2019: 19–34

- **Stakeholder network dynamics in public-private partnerships** *PUBLIC-PRIVATE PARTNERSHIPS FOR INFRASTRUCTURE DEVELOPMENT: FINANCE, STAKEHOLDER ALIGNMENT, GOVERNANCE*

  South, A. J., Levitt, R. E., Dewulf, G. R., Levitt, R. E., Scott, W. R., Garvin, M. J.

  2019: 35–59

- **Mitigating PPP governance challenges: lessons from eastern Australia** *PUBLIC-PRIVATE PARTNERSHIPS FOR INFRASTRUCTURE DEVELOPMENT: FINANCE, STAKEHOLDER ALIGNMENT, GOVERNANCE*

  Levitt, R. E., Eriksson, K., Levitt, R. E., Scott, W. R., Garvin, M. J.

  2019: 104–20

- **Toward a unified theory of project governance: economic, sociological and psychological supports for relational contracting** *PUBLIC-PRIVATE PARTNERSHIPS FOR INFRASTRUCTURE DEVELOPMENT: FINANCE, STAKEHOLDER ALIGNMENT, GOVERNANCE*

  Henisz, W. J., Levitt, R. E., Scott, W., Levitt, R. E., Scott, W. R., Garvin, M. J.

  2019: 60–86

- **Identifying the Role of Supply Chain Integration Practices in the Adoption of Systemic Innovations** *JOURNAL OF MANAGEMENT IN ENGINEERING*

  Hall, D. M., Algiers, A., Levitt, R. E.

  2018; 34 (6)

- **How Infrastructure Public-Private Partnership Projects Change Over Project Development Phases** *PROJECT MANAGEMENT JOURNAL*

  South, A., Eriksson, K., Levitt, R.

  2018; 49 (4): 62–80

- **Opportunism-Focused Transaction Cost Analysis of Public-Private Partnerships** *JOURNAL OF MANAGEMENT IN ENGINEERING*

  Ho, S. P., Levitt, R., Tsui, C., Hsu, Y.

  2015; 31 (6)

- **Semiautomated Scaffolding Planning: Development of the Feature Lexicon for Computer Application** *JOURNAL OF COMPUTING IN CIVIL ENGINEERING*

  Kim, J., Fischer, M., Kunz, J., Levitt, R.

  2015; 29 (5)

- **Balancing act: Government roles in an energy conservation network** *RESEARCH POLICY*

  Peterman, A., Kourula, A., Levitt, R.

  2014; 43 (6): 1067-1082

- **Sharing of Temporary Structures: Formalization and Planning Application** *AUTOMATION IN CONSTRUCTION*

  Kim, J., Fischer, M., Kunz, J., Levitt, R.

  2014; 43: 187-194

- **A method to automate look-ahead schedule (LAS) generation for the finishing phase of construction projects** *AUTOMATION IN CONSTRUCTION*

  Dong, N., Fischer, M., Haddad, Z., Levitt, R.

  2013; 35: 157-173

- **Organizational Barriers to Productivity and Innovation in Large-Scale, U.S.-Based Photovoltaic System Construction Projects** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT*

  Yuventi, J., Levitt, R., Robertson, H.

  2013; 139 (10)

- **Organizing in the context of global project-based firm-The case of sales-operations interface** *INDUSTRIAL MARKETING MANAGEMENT*

  Turkulainen, V., Kujala, J., Artto, K., Levitt, R. E.

2013; 42 (2): 223-233

- **The impact of relational contracting on flexibility in health care projects**
  Bygballe, L. E., Levitt, R. E.
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- **Encouraging knowledge sharing in engineering firms—part II: game theory analysis and firm strategies** *Engineering Project Organization Journal*
  Levitt, Raymond, E., Wang, Chuan#Min, A., Ho, S., Ping, Javernick-Will, A.
  2013; 1 (3): 22#31

- **A roadmap for navigating voluntary and mandated programs for building energy efficiency** *ENERGY POLICY*
  Peterman, A., Kourula, A., Levitt, R.
  2012; 43: 415-426

- **Encouraging knowledgesharing in engineering firms—part I: incentives, disincentives, and the impacts of firm context** *Engineering Project Organization Journal*
  Levitt, Raymond, E., Wang, Chuan#Min, A., Ho, S., Ping, Javernick#Will, A.
  2012; 4 (2): 231#239

- **Using Simulation to Generate Innovative Organizational Forms—Invited Point of View Paper**
  Levitt, Raymond, E.
  2012

- **Using Simulation to Study, Design and Invent Organizations: invited Point of View Paper** *Journal of Organizational Design*
  Levitt, Raymond, E.
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- **Toward a Unified Theory of Project Governance: Economic, Sociological and Psychological Supports for Relational Contracting.** *Engineering Project Organization Journal: Special Issue on Social and Management Science Foundations of Project Organization Research*
  Henisz, W., J., Levitt, R., E., Scott, W., R.
  2012; 1#2 (2): 37-55

- **Editorial: Special Issue on Fundamentals of Social and Management Science for Engineering Project Organizations** *Engineering Project Organization Journal*
  Levitt, Raymond, E.
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- **Designing Project Organizations as Engineers Design Bridges** *Journal of Organizational Design*
  Levitt, Raymond, E.
  2012; 2 (1): 14#41

- **Rules vs. results: Sources and resolution of institutional conflicts on Indian metro railway projects** *in Global Projects: Institutional and Challenges*
  Mahalingam, A., Levitt, R., E., Scott, W., R.
  edited by Scott, W., R., Levitt, R., E., Orr, R., J.
  Cambridge University Press.2011: 113#134

- **Beyond 'one size fits all': how local conditions shape PPP#enabling field development** *Engineering Project Organization Journal*
  Jooste, S. F., Levitt, Raymond, E., Scott, D.
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- **Knowledge Management Research through Computational Experimentation** *in Encyclopedia of Knowledge Management*
  Nissen, M., E., Levitt, R., E.
  edited by Swartz, D., e'eni, D.
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- **Toward Project Management 2.0**
  Levitt, R., E.
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- **Project Governance Regimes for Global Infrastructure Construction Projects**
  Scott, W., R., Levitt, R., E., Kourula, A., Henisz, W.
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- **Innovation in Modular Industries:Implementing Energy#Efficient Innovations in US Buildings**
  Levitt, R., E., Sheffer, D.
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- **To Talk or to Fight? Effects of Strategic, Cultural and Institutional Factors on Renegotiation Approaches in Public--#Private Concessions** *in Global Projects: Institutional and Challenges*
  Chan, H., Levitt, R.
  edited by Scott, W., R., Levitt, R., E., Orr, R., J.
  Cambridge University Press.2011: 310#350

- **Local embeddedness of firms and strategies for dealing with uncertainty in global projects** *in Global Projects: Institutional and Challenges*
  Orr, R., J., Levitt, R., E.
  edited by Scott, W., R., Levitt, R., E., Orr, R., J.
  Cambridge University Press.2011: 183#246

- **Multinational Teams incorporating Freelance Expatriates in the Construction Industry: Case Studies of High#Speed Railways in China and Taiwan** *Engineering Project Organization Journal*
  Chi, C. S., Levitt, Raymond, E.
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- **Site fights: Explaining opposition to pipeline projects in the developing world** *in Global Projects: Institutional and Challenges*
  McAdam, D., Schaffer#Boudet, H., Davis, J., Orr, R., J, Scott, W., R., Levitt, R., E.
  edited by Scott, W., R., Levitt, R., E., Orr, R., J.
  Cambridge University Press.2011: 279#309

- **Global Projects, distinguishing features, drivers and challenges** *in Global Projects: Institutional and Challenges*
  Orr, R., Scott, W., R., Levitt, R., E., Arto, K., Kujula, J.
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  Cambridge University Press.2011: 15#51

- **Global projects: Strategic perspectives** *SCANDINAVIAN JOURNAL OF MANAGEMENT*
  Ainamo, A., Artto, K., Levitt, R. E., Orr, R. J., Scott, W. R., Tainio, R.
  2010; 26 (4): 343-351

- **"Site Fights": Explaining Opposition to Pipeline Projects in the Developing World1** *SOCIOLOGICAL FORUM*
  McAdam, D., Boudet, H. S., Davis, J., Orr, R. J., Scott, W. R., Levitt, R. E.
  2010; 25 (3): 401-427

- **Understanding and Managing Three-Dimensional/Four-Dimensional Model Implementations at the Project Team Level** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT-ASCE*
  Hartmann, T., Levitt, R. E.
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- **Introduction to Special Issue of Global Project Governance** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT-ASCE*
  Levitt, R. E., Chinowsky, P. S.
  2010; 136 (4): 400-401

- **Global Dimension of Robust Project Network Design** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT-ASCE*
  Wong, K., Unsal, H., Taylor, J. E., Levitt, R. E.
  2010; 136 (4): 442-451

- **Mobilizing Institutional Knowledge for International Projects** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT-ASCE*
  Javernick-Will, A., Levitt, R. E.
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- **Dynamic information retrieval and allocation flows in project teams with discontinuous membership** *EUROPEAN JOURNAL OF INTERNATIONAL MANAGEMENT*
  Shumate, M., Ibrahim, R., Levitt, R.
  2010; 4 (6): 556-575

- **Organizational Research Generator for Simulation in the Military.** *CRGP*
  Levitt, R. E., Chachere, J., Ramsey, M.
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- **How Industry Structure Retards Diffusion of Innovations in Construction: Challenges and Opportunities.** *CRGP*
  Sheffer, Dana, A., Levitt, Raymond, E.
  2010

- **Capacity, Legitimacy, and Interest: Toward a Framework for PPP Program Success**
  Jooste, Stephan, F., Levitt, R., E., Scott, W., R.
  2010

- **Understanding and Managing 3D/4D Model Implementations at the Project Team Level** *ASCE J. Of Construction Engineering and Mgt.*
  Hartmann, T., Levitt, Raymond, E.
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- **Information Management and the Management of Projects** *in Oxford Handbook of Project Management*
  Whyte, J., Levitt, R.
  edited by Morris, P., Pinto, J., Söderlund, J.
  Oxford University Press..2010: 1

- **The Diffusion of Energy Saving Technologies in the Building Industry: Structural Barriers and Possible Solutions.** *CRGP*
  Sheffer, Dana, A., Levitt, Raymond, E.
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- **Site fights': Explaining opposition to pipeline projects in the developing world.** *Sociological Forum*
  McAdam, D., Boudet, H., S., Davis, J., Orr, R., J., Scott, W., R., Levitt, R.
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- **Governance Challenges of Infrastructure Delivery: The Case for Socio-Economic Governance Approaches**
  Levitt, Raymond, E., Henisz, W., Scott, W., Richard, Settel, D.
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- **Collective Effect of Strategic, Cultural, and Institutional Factors on Concession Renegotiations**
  Chan, H., Levitt, et al., R.
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- **NIMH--#SCOR: A Pioneering Center at Stanford** *Research on the Sociology of Organizations*
  Levitt, Raymond, E.
  edited by Schooonhoven, K., Dobbin, F.
  Emerald Press.2010: 221#232

- **Project network fra conoscenza e innovazione** *Viaggio per Itaca: Antologia tra cultura e organizzione — Scritti dedicati a Gianfranco Dioguardi*
  Taylor, J., Levitt, R.
  edited by Angeli, F.
  Angeli.it publishe.2010: 335#348

- **The Collaboratory for Research on Global Projects (CRGP): Structure, Philosophy and Activities** *Project Perspectives*
  Levitt, Raymond, E., Orr, Ryan, J.
  2010; 32: 12#14

- **Overview of The Virtual Design Team (VDT): A Computational Model of Project Teams** *Project Perspectives*
  Levitt, Raymond, E.
  2010; 32: 42#47

- **Acquiring Local Knowledge for International Projects** *Journal of Construction Engineering & Management, ASCE*
  Javernick#Will, Amy, N., Levitt, R. E.
  2010; 11 (35): 339#346

- **How industry structure retards diffusion of innovations in construction**
  Sheffer, D., A., Levitt., R., E.
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- **Expatriation Strategies of Freelance Expatriates for Project-Based Industries: Case Studies of High#Speed Railways in China and Taiwan**
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- **Simulating Learning Dynamics in Project Networks** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT-ASCE*
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- **Knowledge as a contingency Variable for Organizing Knowledge management solutions**
  Javernick#Will, A., Levitt, Raymond, E.
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  Javernick#Will, A., Levitt, Raymond, E.
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- **Strategic and Cultural Drivers of Renegotiation Approaches in Infrastructure Concession Agreements.**
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- **The impacts of Infrastructure PPPs on Public sector Capacity**
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- **CEM research for the next 50 years: Maximizing economic, environmental, and societal value of the built environment** *JOURNAL OF CONSTRUCTION ENGINEERING AND MANAGEMENT-ASCE*
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  Mahalingam, A., Levitt, R. E.
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- **Designing quality into project organizations through computational organizational simulation** *JOURNAL OF ORGANIZATIONAL COMPUTING AND ELECTRONIC COMMERCE*
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- **The Virtual Design Team and Quantum™: Comparison of project organization models**
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- **Strategic Execution Mastery**
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- **Flight Simulate Your Project Organization**
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- **Aligning Innovations to Design and Construction Networks**
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- **The Virtual Design Team and Checkit™: Comparison of project organization models**
  Fishman, l., Levitt, R.
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- **The Research Challenges of Finding Better Governance Structures to Plan and Execute Multi#national, Multi#sectoral, Long Lived Projects.**
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- **Hypothesis Testing of Edge Organizations: Empirically Calibrating an Organizational Model for Experimentation**
  MacKinnon, Douglas, J., Ramsey, M., Levitt, Raymond, E., Nissen, Mark, E.
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- **Enhanced Governance to Deliver Civil Infrastructure for a Billion New People: An Opportunity for Research on Leadership and Management of Construction**

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- **Embeddedness, Emergent Uncertainty and Strategies for Foreign Markets**

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- **Knowledge as Inventory: Near#Optimizing Knowledge and Power Flows in Edge Organizations (Phase One)**

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- **Cultural Clashes in International Infrastructure Development Projects: Which Cultures Matter?**

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- **Understanding and Mitigating Challenges on Global Projects: The.Role of the Freelance Expatriate**

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  Cain, C., H., Levitt, R., E., Goldstein, M., K.
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