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PATRICIA GALLOWAY

CHANGING THE FACE OF CONSTRUCTION AND ENGINEERING



Dr. Patricia D. Galloway, P.E., CPENG, PMP, MRICS, CFCC, Chief Executive Officer, Pegasus Global Holdings

At 21, the second woman engineer to be hired at CH2M Hill and the first woman tunnel inspector in Wisconsin, from the onset, Patricia Galloway began her career as a role model for women in the construction and engineering industries.

"As a second shift tunnel inspector on the Milwaukee Water Pollution Abatement Program, I had no idea that women were considered bad luck in tunnels," recalls Patricia D. Galloway, Ph.D., Chief Executive Officer of Pegasus Global Holdings, Inc., an international management consulting firm providing advisory services to the energy and infrastructure industries.

"The tunnel contractor pointed his finger at me and vehemently stated, 'That woman will not go down in my tunnel,'" Galloway remembers. "My project manager kicked me under the table – a clear sign to be silent – and then proceeded to explain to the unhappy contractor that he would be glad to award the project to the next lowest bidder."

Galloway's take away from that experience was clear: despite her project manager's support, she was about to enter a field where women were not accepted. Regardless of her

accomplishments for that assignment, which included assuming the position of the Interim Project Controls Director where she produced a comprehensive project control manual and earned a perfect rating on her evaluation, she was not offered the position of Project Controls Director.



Dr. Patricia D. Galloway and Dr. Kris R. Nielsen -- married to the job.

Galloway quickly learned from that experience that to succeed in the construction and engineering industries, she would have to take on risks and assess opportunities differently than she had planned. "No, they didn't offer me the position of Project Controls Director," she says. "The team at CH2M Hill was wonderful and tried to find other opportunities, but I realized that I had to move on."

Heading East

Galloway subsequently moved to New York, where she was offered a position with the firm responsible for the project controls on the Milwaukee Sewage Department project, the Nielsen Wurster Group. With a cut in salary but a raise in new responsibilities, Galloway was now on her way to building a career in megaproject risk consulting services that has few parallels globally.

Today, CEO Galloway, along with President and Chairman, Dr. Kris R. Nielsen, whom she married in 1987, lead Pegasus Global Holdings. Also, she and Nielsen have created The Patricia Galloway and Kris Nielsen Foundation that includes the building of an 8,500-square-foot Learning Center on an 80-acre site. The foundation will provide year-long grants to post-doctoral students for innovation in science, engineering and management and is designed to encourage

patentable technologies to support industry advancement. It will operate in articulation with Central Washington University.

Role Models

"I have had several male role models, but no female ones – other than my mother," shares Galloway. Growing up in Appalachia, the 54-year-old, first woman President of the American Society of Civil Engineers (ASCE) and a presidentially appointed member of the National Science Board that oversees the National Science Foundation, attributes her success to her mother's signature mantra, "You can do anything you want, as long as you are competent and have the confidence to do it."

But Galloway has put that advice into play with focused energy. An inveterate multi-tasker, Galloway admits she is easily bored, and is usually doing three or four things at the same time. A prolific author of over 150 articles including 120 papers and 30 reviewed journal articles, she is the author of *The 21st Century Engineer: A Proposal for Engineering Education Reform*, published by ASCE Press. Her latest book, *Managing Megaprojects: Advice From Those Who Have Been There, Done That*, will be published in January 2012. She is also an active lecturer, with a resume of over 200 public speaking engagements. Galloway is also an arbitrator with the American Arbitration Association (AAA) Commercial and Construction Panel since the late 1980s and sits on its Board of Directors.

Galloway maintains age is a state of mind. Blonde and 5'7", Galloway is equally intellectually and physically attractive. Do good looks affect perception in the construction industry? She recalls one male industry leader addressing a group of students and lecturing, "When you become grey, you finally reach the point of everyone respecting you." Galloway interrupted him and reminded him that, in fact, "I would never be grey – an option I have, and one that I have chosen to take." ■

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