Welcome to the national capital region’s premier Project Management Symposium. This sixth annual event has attracted more than 60 speakers from throughout the Washington—Baltimore metropolitan area, as well as from around the world.

It is our privilege to provide this venue for stimulating discussions and idea-sharing to over 430 project management professionals to advance the state-of-the-art in the management of projects.

Supporting the theme “Turning Knowledge into Practice,” practitioners and academics will enjoy the opportunity to share experiences, gain knowledge, meet leading international experts, and strengthen their professional networks. Symposium participants will gain insights into how the project management field is changing as they delve into focus areas such as People in Projects, Agile/IT, Integrated Program Management, Federal Programs, Disaster Resilience, Stakeholder Management, Enterprise PMOs, and more.

Thank you to all of our sponsors! Funding to develop and deliver the symposium each year comes from attendee registration and sponsorship fees. After covering event expenses, any remaining funds are used to provide scholarships to students pursuing a degree in project management.

Next year’s event has been scheduled for May 7–8, 2020 so be sure to mark your calendar! Thank you for joining with us to make this event an exciting and thought-provoking exchange of ideas.

Sincerely,

John H. Cable
THURSDAY, MAY 9
7:30 Registration and Coffee
8:30 Welcome
8:45 Karen Richey
   US GOVERNMENT ACCOUNTABILITY
   OFFICE (GAO) BEST PRACTICE GUIDES
9:45 Morning Sessions
11:30 Lunch
12:00 Eric Letvin
   OPPORTUNITIES FOR RESILIENCY IN THE
   PRE- AND POSTDISASTER ENVIRONMENT
1:15 Early Afternoon Sessions
2:30 Elyse Roeder
   BUILDING THE U.S. COAST GUARD
   HEADQUARTERS ON A NATIONAL HISTORIC
   LANDMARK
3:45 Late Afternoon Sessions
5:30 Networking Reception

FRIDAY, MAY 10
7:30 Registration and Coffee
8:00 Wanda Peters
   PERFORMANCE MANAGEMENT – SHOULD
   WE MANAGE TO A SINGLE DATA POINT? A
   NASA/GODDARD SPACE FLIGHT CENTER
   PERSPECTIVE
9:15 Morning Sessions
11:00 Snack Break
11:30 Late Morning Sessions
1:15 Lunch
1:45 Jack Moran
   LEVERAGING BIM/VDC & TECHNOLOGY TO
   SUPPORT PROJECT BEST PRACTICES
2:45 Closing Comments and
   Door Prizes

We value your feedback.
Evaluate speakers and the
overall symposium at
pm.umd.edu/eval2019
Complete the online
evaluations for a chance to
win free admission to next
year’s symposium!

FREE WIFI
Connect to wireless access point
“UMD” and open a web browser.

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THURSDAY MORNING

MAY 9 2019

7:30 Registration & Coffee
8:30 Welcome

Featured Speaker

8:45 KAREN RICHEY
NAVAL POSTGRADUATE SCHOOL

9:00-10:30 People in Projects: Leadership

9:00-9:30 Gallup Report: Thriving Strengths-based Leaders
                STEPHEN SHELDS | Atrium (1107)

9:45-10:15 Enhancing Agile with Design Thinking
                PAMELA ARMSTRONG | Prince Georges (1211)

10:20-10:50 Agile Architecture
                Construct in Support of Civilian Federal Government IT Projects
                PAMELA MISURACA | Benjamin Banneker (2212)

10:55-11:25 Helping the PMO and Agile Play Nice Together
                STUART LESLEY & YAN LIN LIU | Mirosław Skibniewski (2212)

11:30 Lunch

Featured Speaker

12:00 ERIC LETVIN
FEDERAL EMERGENCY MANAGEMENT AGENCY (FEMA)

1:00-2:30 Agile & IT

1:00-1:30 Servant Leadership
                UMA HIREMAGALUR | Miroslaw Skibniewski (2212)

1:45-2:15 It’s Time to Re-Engineer the Owner/Contractor Relationship on Capital Projects!
                JEANNETTE TERRY | Jeffrey Williams (2212)

                TODD ARCHER AND ROBERT SPECTOR | Robert Schmitz (2212)

US Government Accountability Office (GAO) Best Practice Guides
Karen Richey is a senior Lecturer at the Naval Postgraduate School (NPS) in Monterey, California. Prior to joining NPS in 2018, Karen was an Assistant Director for the Applied Research and Methods Team at the GAO. During her almost 20 years at GAO, Karen was responsible for performing cost, schedule, and Earned Value Management analyses to support audit findings on a wide range of government programs.

Strategic and Business Management

Opportunities for Resiliency in the Pre- and Post-Disaster Environment
Mr. Letvin serves as the Federal Emergency Management Agency’s (FEMA) Deputy Assistant Administrator for Mitigation. Mr. Letvin directs FEMA’s pre- and post-disaster mitigation programs that support sustainable, disaster-resilient communities, to avoid or reduce the loss of life, property, and financial impacts of natural hazards.

Strategic and Business Management

MORE INFO

Detailed schedule and PDU Information available at: pmsymposium.umd.edu

*The Federal Programs track was developed in collaboration with the Federal Program and Project Management Community of Practice.
THURSDAY EARLY AFTERNOON — MAY 9 2019

Track | People in Projects: Management | Agile & IT
---|---|---
Room | Atrium (1107) | Prince Georges (1211)
Moderator | Jocelyn Davis | Sean Phillips

1:15 -1:45 Managing and Leading Millennials
JOSEPH LAUNI
Leadership

1:50 -2:20 Becoming Agilely Innovative
STEVE PALMER
Strategic & Business

Featured Speaker
2:30 ELYSE ROEDER
CLARK CONSTRUCTION GROUP, LLC

Stakeholder Management
Benjamin Banneker (2212)
Miroslaw Skibniewski

Federal Programs*
Charles Carroll (2203)
Shana Webster-Trotman

Risk Management
Juan R. Jimenez (2208)
Greg Baecher

It's No Longer Enough To Simply Be Agile
JOHNNY MORGAN
Technical

The Project Stakeholder Analysis Process
AURANGZEB KHAN
Leadership

How to Get More from Your Performance Data with Microsoft's PowerBI
SUSAN HOSTETTER AND JOHN WHITE
Strategic & Business

Managing Your Stakeholders Leads to Project SUCCESS
MYLES MILLER
Strategic & Business

Capturing Costs and Value of Research Products
ANNE JOHNSON
Technical

The Relation Between Risk Management and Project Success
MARIA PAPADAKI
Technical

Building the U.S. Coast Guard Headquarters on a National Historic Landmark
Elyse Roeder, LEED AP, has worked with Clark Construction Group, LLC for over 10 years, where she currently serves in the role of Senior Project Manager. Elyse plans, monitors, and supervises on-site construction engineering and administration activities, and advises on preconstruction for some of Clark’s most complex projects in the Mid-Atlantic region.

Leadership

Sessions are marked with the type of PDUs you can earn for each of the PMI Talent Triangle® skills: Technical Project Management, Leadership, and Strategic and Business Management.

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*The Federal Programs track was developed in collaboration with the Federal Program and Project Management Community of Practice.
## THURSDAY SCHEDULE

**THURSDAY LATE AFTERNOON — MAY 9 2019**

### Sessions

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<tr>
<th>Track</th>
<th>People in Projects: Management</th>
<th>Agile &amp; IT</th>
<th>Enterprise PMOs</th>
<th>Federal Programs*</th>
<th>Construction Management (BIM)</th>
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<tbody>
<tr>
<td>Room</td>
<td>Atrium (1107)</td>
<td>Prince Georges (1211)</td>
<td>Benjamin Banneker (2212)</td>
<td>Charles Carroll (2203K)</td>
<td>Juan R. Jimenez (2208) Ken O’Connell</td>
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<td>Room</td>
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<td>Mirosław Skibniewski</td>
<td>Shana Webster-Trotman</td>
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<td>Agile at Scale Panel Discussion</td>
<td>Panel: Federal Project Management Training</td>
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<td>Technical</td>
<td>Leadership</td>
<td>Strategic &amp; Business</td>
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<td>Stakeholder Involvement: How Do I Involve My Stakeholders Best in an Agile Environment?</td>
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<td>Jaap Dekkinga</td>
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<td>You Can Advocate for Change Management Best Practices</td>
<td>Panel: Certification for Federal Program/Project Managers</td>
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<td>Sarah Kassell</td>
<td>Latanya Anderson, Laura Brown, Priscilla Bumbaca, Robert Faulk</td>
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<td>Successful Project Management in a Low Authority Environment</td>
<td>Panel: Federal Project Management Training</td>
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<td>Joseph Lukas</td>
<td>Latanya Anderson, Robert Faulk, Emily Ferguson, Scott Hine, Tim Whalen</td>
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<td>Leadership</td>
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<td>Lean Essentials: Improving How We Work</td>
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<td>Alan Zucker</td>
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### Additional Information

- Sessions are marked with the type of PDUs you can earn for each of the PMI Talent Triangle® skills: Technical Project Management, Leadership, and Strategic and Business Management.
- Sessions are available at pmsymposium.umd.edu.

### Symposium Speakers to be Featured in PM Point of View® Podcast

Highlights from symposium sessions and keynote speakers will be featured in three upcoming PM Point of View® episodes. Hosted by Kendall Lott, PM Point of View® is an audio podcast that looks at project management from all the angles. Each hour-long episode focuses on a specific aspect of Project Management. PMI®s can earn a PDU in one area of the PMI® Talent Triangle – Leadership, Strategic, or Technical – for each episode.

Follow us on Facebook (www.facebook.com/pmpointofview) or the Project Management Center for Excellence website (pm.umd.edu), to find out when the episodes are published. Listen and subscribe on iTunes, or wherever you find your podcasts, by searching for PM Point of View®.

www.mpoweredstrategies.com/newsroom/podcasts

*The Federal Programs track was developed in collaboration with the Federal Program and Project Management Community of Practice.
### FRIDAY MORNING — MAY 10 2019

#### 7:30
Registration & Coffee
Featured Speaker

#### 8:00
**WANDA PETERS**
NASA
GODDARD SPACE FLIGHT CENTER

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<table>
<thead>
<tr>
<th>Track</th>
<th>People in Projects: Management</th>
<th>Integrated Program Management</th>
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<tbody>
<tr>
<td>Room</td>
<td>Atrium (1107)</td>
<td>Prince Georges (1211)</td>
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<tr>
<td></td>
<td>Jocelyn Davis</td>
<td>Barbara Phillips</td>
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<thead>
<tr>
<th>Time</th>
<th>Session Title</th>
<th>Speaker(s)</th>
<th>Track</th>
<th>Room</th>
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<tbody>
<tr>
<td>9:15-9:45</td>
<td>Quick Tips for Improving Your Conflict Resolution Skills</td>
<td>JENNETTE TERRY</td>
<td>Leadership</td>
<td>Atrium (1107)</td>
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<tr>
<td>9:50-10:20</td>
<td>Change Management – Moving from Problem Solving to Appreciative Inquiry</td>
<td>JULIE DESOT</td>
<td>Leadership</td>
<td>Atrium (1107)</td>
</tr>
<tr>
<td>10:25-10:55</td>
<td>MIND GAMES: The art and science of highly motivated and top performing PMs</td>
<td>JOHANNA QUINTERO AND RYAN ANDERSON</td>
<td>Leadership</td>
<td>Atrium (1107)</td>
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**FRIDAY SCHEDULE**

- **Performance Management – Should We Manage to a Single Data Point?**
  - A NASA/Goddard Space Flight Center Perspective
  - The Flight Projects Directorate at NASA's Goddard Space Flight Center (GSFC) will share how performance management metric-based tools help achieve mission success.
  - **Strategic & Business**

- **Enterprise PMOs**
  - Benjamin Banneker (2212)
  - Miroslaw Skibniewski

- **Federal Programs**
  - Charles Carroll (2203K)
  - Shana Webster-Trotman

- **Construction Management (BIM)**
  - Juan R. Jimenez (2208)
  - Ken O’Connell

- **Building an Enterprise PMO from the Ground Up: The RDU Airport Experience**
  - KENNETH PERRY
  - **Strategic & Business**

- **Creating a Project Mgmt. Center of Excellence — PMO Resource Mgmt.**
  - CODY MORTIMER AND MARC PORTNER
  - **Strategic & Business**

- **I have Empirical Evidence that my Project is more Important than yours, and other Prioritization Myths**
  - JIM FURFARI
  - **Strategic & Business**

- **Applying Choosing-By-Advantage for Selecting Sched. Technique in Elevated Urban Highway Projects**
  - CHARLES IGWE
  - **Technical**

---

**10:25-10:55**

**Project Manager Transition: A new skill set for managing large and complex projects**

**Strategic & Business**

**10:25-10:55**

**I have Empirical Evidence that my Project is more Important than yours, and other Prioritization Myths**

**Jim Furfari**

**Strategic & Business**

---

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More Information:
Detailed schedule and PDU Information available at:
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<th>Session</th>
<th>Speaker</th>
<th>Track</th>
<th>Room</th>
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<tr>
<td>11:00-11:30</td>
<td>Bridging Organizational Divides</td>
<td>BRUCE GAY</td>
<td>Technical</td>
<td>Atrium (1107)</td>
<td>Jocelyn Davis</td>
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<tr>
<td>11:35-12:00</td>
<td>Performance Data Analysis You Can Use</td>
<td>BARBARA PHILLIPS &amp; CECE DANIELS-HARRIO</td>
<td>Leadership</td>
<td>Prince Georges (1211)</td>
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<tr>
<td>12:05-12:35</td>
<td>Negotiating Anything to SUCCESS!!!</td>
<td>MYLES MILLER</td>
<td>Strategic &amp; Business</td>
<td>Benjamin Baneker (2212)</td>
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<td>12:35-12:50</td>
<td>Integrated Project Management Scorecard</td>
<td>ANTHONY BONE</td>
<td>Strategic &amp; Business</td>
<td>Mirosław Skibniewski</td>
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<td>12:40-12:50</td>
<td>Organizing Teams Around Emerging Technology</td>
<td>STEPHEN WOODRING</td>
<td>Strategic &amp; Business</td>
<td>Shana Webster-Trotman</td>
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<td>1:00-1:05</td>
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<td>Juan R. Jimenez</td>
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<td>1:10-1:15</td>
<td>Lunch</td>
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<td>1:45-2:00</td>
<td>Featured Speaker</td>
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<td>2:05-2:10</td>
<td>Jack oversees Consigli’s Virtual Design &amp; Construction (VDC) Group, including Building Information Modeling (BIM) and Innovation. Jack and his team are actively involved in many of Consigli’s projects leveraging intelligent, data-rich 3D building models, virtual and augmented reality, and other technologies, allowing project teams to build smarter, more efficiently, and more safely.</td>
<td>Jocelyn Davis</td>
<td>Strategic &amp; Business</td>
<td>Shana Webster-Trotman</td>
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<td>2:15-2:45</td>
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More Info

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*The Federal Programs track was developed in collaboration with the Federal Program and Project Management Community of Practice.
Karen Richey is a Senior Lecturer at the Naval Postgraduate School (NPS) in Monterey, California. In this position, she teaches students best practices related to cost estimating, scheduling, earned value management, technology readiness, and Agile development methods. Prior to joining NPS in 2018, Karen was an Assistant Director for the Applied Research and Methods Team at the Government Accountability Office (GAO). During her almost 20 years at GAO, Karen was responsible for performing earned value management and developed independent cost estimates for major weapon programs and automated information systems. Karen holds a Bachelor of Science degree in Statistics and Mathematics from the University of South Carolina and a Master’s degree in Cost Estimating and Analysis from the Naval Postgraduate School (NPS). In the past few years, she has developed and delivered training classes for auditors on cost estimating, scheduling, and EVM as well as co-authoring articles in The INTELSAI IT Journal and the Navy Comptroller Magazine. She has also taught Masters level classes at NPS after completing her degree.

Mr. Letvin serves as the Federal Emergency Management Agency’s Deputy Assistant Administrator for Mitigation. Mr. Letvin directs FEMA’s pre- and post-disaster mitigation programs that support sustainable, disaster-resilient communities, to avoid or reduce the loss of life, property, and financial impacts of natural hazards. These programs include the Hazard Mitigation Grant Program, the Pre-Disaster Mitigation Grant Program, the Flood Mitigation Assistance grants, the Floodplain Management component of the National Flood Insurance Program (NFIP), and the Community Rating System under the NFIP.

Prior to joining FEMA, Mr. Letvin was the Director of Hazard Mitigation and Risk Reduction Policy with the National Security Council, The White House. He coordinated the development and effective delivery of mitigation capabilities identified in the National Preparedness Goal and advised the President in the mitigation mission area. Mr. Letvin led inter-agency efforts to develop Executive Orders which resulted in the resiliency of the built environment to flood, earthquake and wildfire hazards. Prior to serving at the National Security Council, Mr. Letvin was the Disaster and Failure Studies Program Director within the National Institute of Standards and Technology’s (NIST) Engineering Laboratory.
Performance Management – Should We Manage to a Single Data Point? A NASA/Goddard Space Flight Center Perspective

Dr. Wanda Peters serves as the Deputy Director for Planning and Business Management in the Flight Projects Directorate (FPD) at NASA Goddard Space Flight Center. In her role, she serves as the principal operating official for the directorate in planning and developing management processes and business strategies.

Wanda manages all directorate matters related to business, project planning and control, resource management, organizational staffing, workforce development, diversity and equal opportunity, and physical assets.

Wanda’s professional development and career have progressed through the following positions: research scientist, aerospace engineer, engineering discipline lead, product team lead, Principal Investigator, technology development team lead, group manager, Contract Officer’s Representative (COR), Source Evaluation Board (SEB) Chair, Assistant Division Chief, Associate Division Chief, and Associate Director.

She is a Senior Executive Fellow and graduate of the Harvard Kennedy School of Government, a BS in Biology from the UMD, Eastern Shore; a Bachelor of Engineering from Catholic University, and a Master of Engineering Management and a PhD in Systems Engineering from George Washington University.

Building the U.S. Coast Guard Headquarters on a National Historic Landmark

Elyse Roeder, LEED AP, has worked with Clark Construction for over 10 years, where she currently serves in the role of Senior Project Manager. Elyse plans, monitors, and supervises on-site construction engineering and administration activities, and advises on preconstruction for some of Clark’s most complex projects in the Mid-Atlantic region. Most recently, Elyse has worked as the Senior Project Manager on The Boro mixed-use development in Tysons Corner, overseeing operations on a 140-unit condominium tower with extensive utility coordination. Elyse’s expertise in coordinating with design teams and managing efforts on design/build projects was critical to the successful delivery of The Wharf Phase 1, where she led initiatives in approaching special project challenges for the 500-unit apartment building and large, acoustically-isolated music venue, The Anthem. She similarly managed a complex combination of project scope items on the design/build United States Coast Guard Headquarters, where she was responsible for cost estimating and design management, as well as overseeing one million square-feet of tenant fit-out and the construction of the central utility plant. Elyse holds a Bachelor’s degree in Civil Engineering from the University of Maryland and is a LEED Accredited Professional.
### Leveraging BIM/VDC & Technology to Support Project Best Practices

Jack Moran
Manager, Virtual Design & Construction, Consigli Construction Co., Inc.

Jack oversees Consigli’s Virtual Design & Construction (VDC) Group, including Building Information Modelling (BIM) and Innovation. Jack and his team are actively involved in many of Consigli’s projects leveraging intelligent, data-rich 3D building models, virtual and augmented reality, and other technologies, allowing project teams to build smarter, more efficiently, and more safely.

Jack has over 25 years of experience and is proficient in Revit, NavisWorks, and AutoCAD among other software platforms to provide a full range of VDC services to our clients. During both pre-construction and construction, Jack and his team support the project by responding to the VDC requirements established with the client and design team and provide alternative solutions via the company’s technology platform.

Jack holds a bachelor’s degree in Architecture from Boston Architectural College and an associate’s degree in Architectural & Building Engineering from Vermont Technical College. Jack is also a LEED Accredited Professional, OSHA 10-Hour Certified, and a Board Member of the American Institute of Architects, Central Massachusetts Chapter.

### Education & Training Programs

- **Professional Development**:
  - Master of Engineering (MEng)
  - Graduate Certificate (GCEN)
  - Doctorate of Philosophy (PhD)

- **Undergraduate Minors**

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### Project Management Center for Excellence

**INCREASE YOUR COMPETITIVE ADVANTAGE**

### Professional Development Hours

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*Detailed instructions on reporting PDUs available at: [http://pmsymposium.umd.edu/pm2019/professional-development-hours](http://pmsymposium.umd.edu/pm2019/professional-development-hours)*
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Civil & Environmental Engineering Department