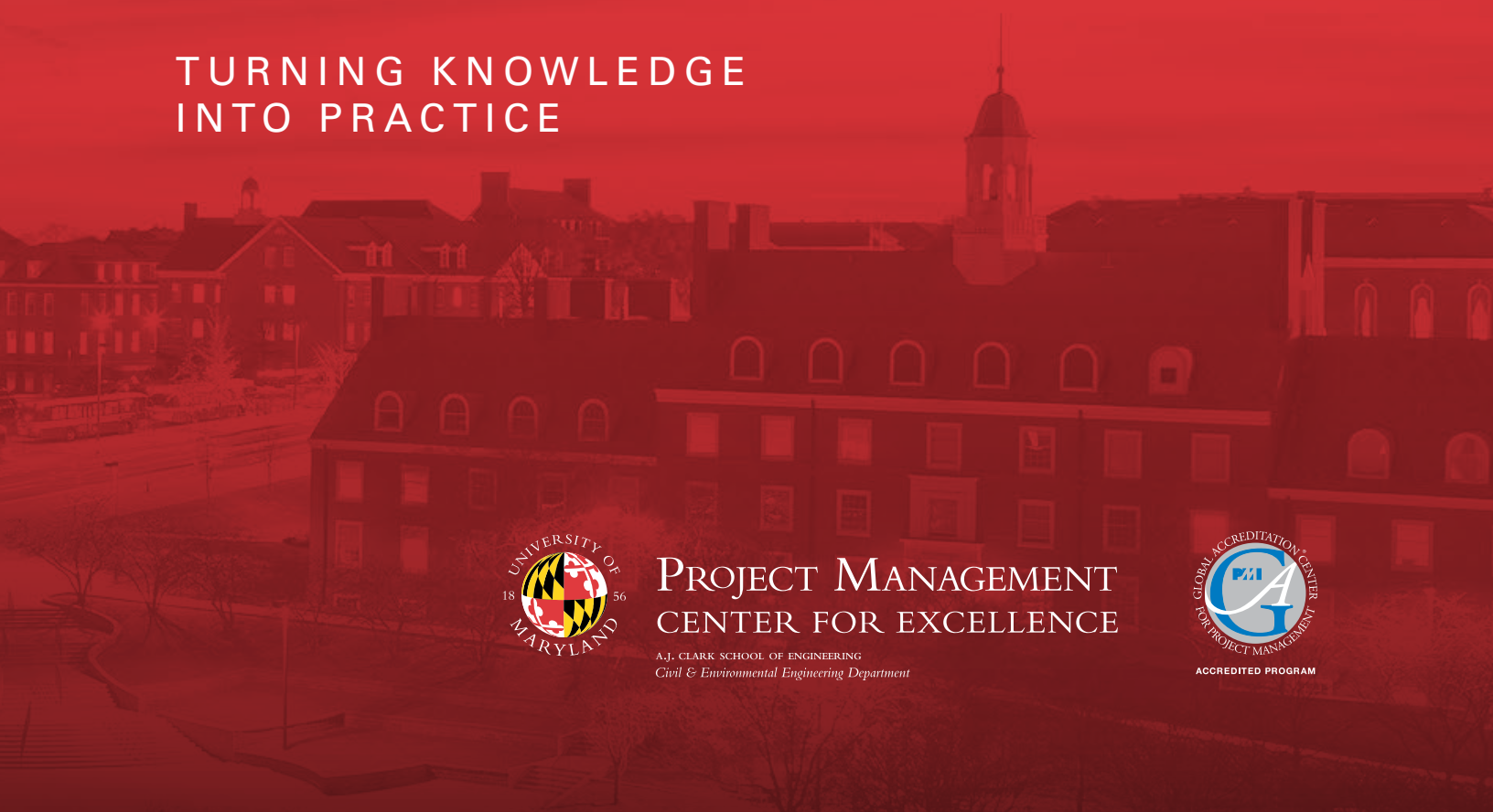


MAY 10-11, 2018

PROJECT MANAGEMENT SYMPOSIUM



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Welcome to the national capital region's premier Project Management Symposium. This fifth annual event has attracted more than 50 speakers from throughout the Washington—Baltimore metropolitan area, as well as from around the world.

JOHN H. CABLE

Director
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It is our privilege to provide this venue for stimulating discussions and idea-sharing to 400 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, Construction Management & Building Information Modeling, Integrated Program Management, Federal Programs, Risk and Big Data, 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 9-10, 2019 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

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AGENDA AT A GLANCE

THURSDAY, MAY 10

- 7:30 Registration and Coffee
- 8:30 Welcome
- 8:45 Mike Schlegel
IS THE CONSTRUCTION INDUSTRY RIPE FOR DISRUPTION?
- 9:45 Morning Sessions
- 11:30 Lunch
- 12:00 Celia Ann Pfleckl
IF YOU BUILD IT, THEY WON'T NECESSARILY COME: ENGINEERING SOLUTIONS, THE HUMAN FACTOR
- 1:15 Early Afternoon Sessions
- 2:30 Featured Speaker Lauren Alexander Augustine
OPERATIONALIZING RESILIENCE ONE COMMUNITY AT A TIME
- 3:45 Late Afternoon Sessions
- 5:00 Networking Reception

FRIDAY, MAY 11

- 7:30 Registration and Coffee
- 8:30 Robert Rovinsky
A CASE STUDY IN USING EVM TO IMPROVE PROJECT MANAGEMENT AND GAIN FUNDING: THE FEDERAL AVIATION ADMINISTRATION (FAA) STORY
- 9:45 Morning Sessions
- 11:30 Lunch
- 12:00 William Eggers
WHERE TOMORROW WILL TAKE US: A JOURNEY INTO THE FUTURE OF WORK AND MANAGEMENT
- 1:15 Early Afternoon Sessions
- 2:30 Jeff Gravatte
TECHNOLOGICAL ADVANCES IN MANAGING DESIGN AND CONSTRUCTION PROJECTS
- 3:20 Closing Comments and Door Prizes



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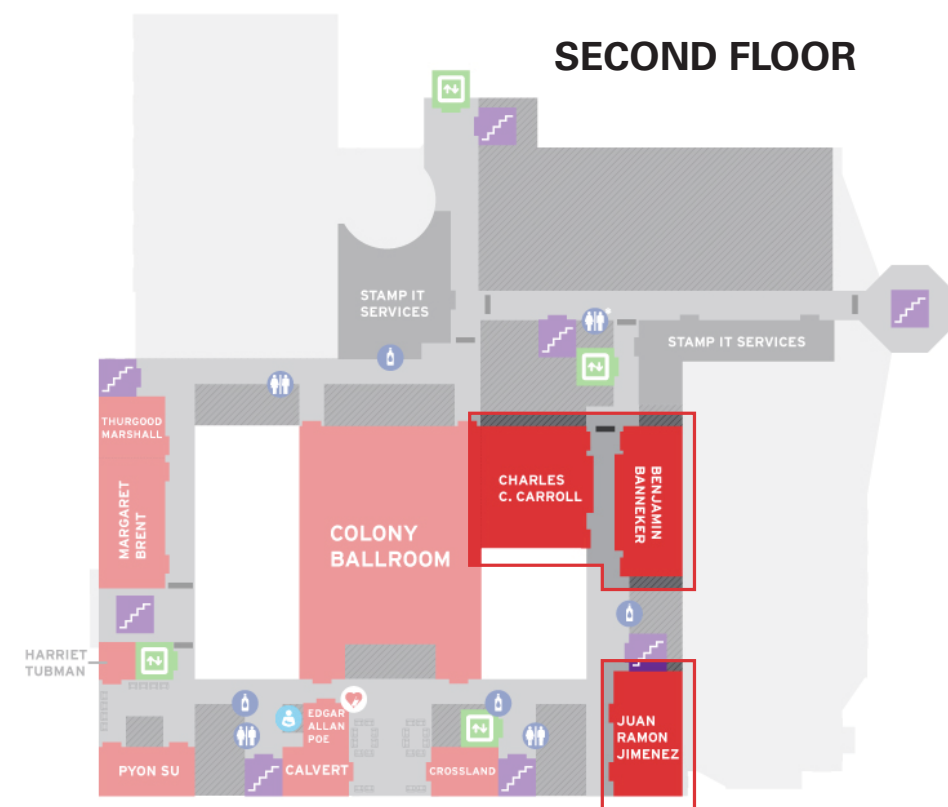
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THURSDAY MORNING

MAY 10 2018

7:30 Registration & Coffee
 8:30 Welcome
 Featured Speaker
8:45 MIKE SCHLEGEL
BOZZUTO CONSTRUCTION

Is the Construction Industry Ripe for Disruption?
 All signs point to the construction industry being ripe for disruption. In this presentation, Mike Schlegel, president of Bozzuto Construction Company, will discuss what disruption could look like and explore what we can do as an industry about it.
Strategic & Business

Track	People in Projects: Leadership	Agile & IT
Room Moderator	Atrium (1107) Jocelyn Davis	Prince Georges (1211) Sean Phillips
9:45 -10:15	Mindful Leadership – What is It? How Can I Apply It to My Programs and Projects? SANDRA MENZIES <i>Leadership</i>	Applying 1970 Waterfall Development Lessons Learned within Today’s Agile Development Process JOHNNY MORGAN <i>Technical</i>
10:20 -10:50	Crucial Conversations for Team Performance LAURA THOMAS <i>Leadership</i>	Earned Capabilities Management (ECM) Meets FIRE – A Framework for Rapid Acquisition CHRISTOPHER HARRIS AND JOHN JOHNSON <i>Strategic & Business</i>
10:55 -11:25	Managing Teams with Servant Leadership JOSEPH LAUNI <i>Leadership</i>	<i>Session ends at 11:25</i>

Integrated Program Management	Federal Programs	Construction Management (BIM)
Charles Carroll (2203K) Barbara Phillips	Benjamin Banneker (2212) Bill Brantley	Juan R. Jimenez (2208) Ken O’Connell
What is EVM... and Why Should I Care? ROBIN PULVERENTI <i>Technical</i>	Building the Federal Program and Project Management Community of Practice CHRISTIE REWEY <i>Leadership</i>	The World Trade Center Collapse – A Case Study NEIL SCHULMAN <i>Technical</i>
ISO Standards for Work Breakdown Structures and Earned Value Management NEIL ALBERT <i>Technical</i>	Case Study: Portfolio Management in the 2020 Census Program SUSAN HOSTETTER AND SHERRI NORRIS <i>Strategic & Business</i>	Herding the Cats: Managing Information During Disaster Response GEORGE FINK <i>Technical</i>
Using Schedule Data to Improve Project Management ANNE JOHNSON <i>Strategic & Business</i>	Fix It or Forget It? Dealing With Troubled Projects SCOTT HINE <i>Strategic & Business</i>	Evolving Expectations for Construction Project Managers and Employers RYAN ANDERSON AND SARA COLLINS <i>Leadership</i>



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**.

11:30 Lunch
 Featured Speaker
12:00 CELIA ANN PFLECKL
AMTRAK

If You Build It, They Won’t Necessarily Come: Engineering Solutions, the Human Factor
 This presentation will focus on the human side of engineering projects and why it is essential to consider behavioral factors to ensure adoption and use of a final product. It will discuss the importance of understanding your end user, selecting the right success criteria, establishing a good cross section of test subjects, and soliciting feedback early and often at appropriate points throughout the project.
Leadership

i MORE INFO

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

THURSDAY AFTERNOON

MAY 10
2018

Track	People in Projects: Leadership	Agile & IT	Integrated Program Management	Federal Programs	Construction Management (BIM)
Room Moderator	Atrium (1107) Jocelyn Davis	Prince Georges (1211) Sean Phillips	Charles Carroll (2203K) Barbara Phillips	Benjamin Banneker (2212) Bill Brantley	Juan R. Jimenez (2208) Ken O'Connell
1:15 - 1:45	Change Management: Love The New Baby! SCOTT HINE <i>Strategic & Business</i>	Agile Design KELLY ALBRECHT <i>Technical</i>	Earned Capabilities Mgmt: A New Approach to Agile Governance, EVM Best Practices JOHNSON AND PULVERENTI <i>Technical</i>	Program Benefits Management: International Best Practice DAVID PELLIS <i>Strategic & Business</i>	Impact of Technology on Project Management in the Design and Construction Industry SAURABH GANGWAR <i>Technical</i>
1:50 - 2:20	Practical Methods for Successful Change Adoption AIMEE BAXTER <i>Leadership</i>	Breaking Bad: Deciding When to Save a Project and When to Shut it Down JASON DUNN <i>Strategic & Business</i>	Implementing a Project Portfolio Management System in Government MUHAMMAD SHAHZAD AND DEREK WINOGRADOFF <i>Technical</i>	Interdisciplinary Competence: The Key to Exceptional Project Performance AMY HOULE CARUSO <i>Leadership</i>	House of Waste: What It Is and Its Implication For Project Management CHARLES IGWE <i>Technical</i>
2:30	Featured Speaker LAUREN ALEXANDER AUGUSTINE		Operationalizing Resilience One Community at a Time At the Resilient America program at the National Academy of Sciences Engineering and Medicine, we work with four communities across the United States to help them design and build resilience programs that satisfy their community's particular needs. <i>Strategic & Business</i>		
3:45 - 4:15	Eight Steps to Lasting Change That Works Every Time MYLES MILLER <i>Strategic & Business</i> <i>Session ends at 4:50</i>	Impact of Team Characteristics and Client Collaboration on Project Agility ABIRAMI RADHAKRISHNA <i>Strategic & Business</i>	Panel Discussion: Performance Measures: When is Done "Done"? NEIL ALBERT, RODOLFO LAVAQUE, BARBARA PHILLIPS, ROBIN PULVERENTI, AND ROBERT ROVINSKY <i>Technical</i> <i>Session ends at 4:50</i>	Panel Discussion: Project Management Training for Federal Employees LATANYA ANDERSON, SCOTT HINE, AND TIM WHALEN <i>Strategic & Business</i> <i>Session ends at 4:50</i>	Your Schedule Says Your Project Will Finish on Time. Is that All? OMONIYI LADIPO, MAIRAV MINTZ, CHRISTOPHER PAYNE <i>Technical</i>
4:20 - 4:50		Agility for Leaders – Learning to Teach in a World That Is Rejecting Hierarchy JEFF DALTON <i>Technical</i>			AI Through Unmanned Systems for the Construction Sector AZZEDDINE OUDJEHANE <i>Technical</i>
5:00	Networking Reception in Grand Ballroom				



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**.

MORE INFO

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

FRIDAY
MORNING
—
MAY 11
2018

7:30 Registration & Coffee

Featured Speaker

8:30 ROBERT ROVINSKY
DEEP WATER POINT

A Case Study in Using EVM to Improve Project Management and Gain Funding:
The Federal Aviation Administration (FAA) Story
Robert Rovinsky will share the lessons learned from his work in the FAA, which include how to mobilize all parts of the “project management system.”

Technical

Track **People in Projects:
Conflict**

Agile & IT

Risk & Big Data

Stakeholders

**Construction
Management (BIM)**

Room **Atrium (1107)**
Moderator **Jocelyn Davis**

Prince Georges (1211)
Sean Phillips

Charles Carroll (2203K)
Greg Baecher

Benjamin Banneker (2212)
Gerry Galloway

Juan R. Jimenez (2208)
Ken O’Connell

9:45
-10:15

The Brain Science Behind Human Learning: Essentials of Training and Teaching
AVINASH TRIPATHI
Leadership

Design Thinking & Project Management
BRUCE GAY
Technical

Project Risk Management: The Context, Tools, and Their Application with Real World Examples
KHADKA AND MINTZ
Technical

Stakeholder Mgmt and Engagement: Analysis of Drivers of Evolving Subject Discipline
AURANGZEB KHAN
Leadership

Cross-Implementing Computational Design: Data Analysis and Visualization with BIM
KRISTEN AMBROSE
Technical

10:20
-10:50

Breaking Rules: A Rulebook for Improving Your Performance
BOB MCGANNON
Leadership

R&D Project Management - Is it Agile?
JESSE ARONSON
Technical

Strategic Decision-Making for Supply Chain Network Design and Expansion
HAKOB AVETISYAN
Strategic & Business

Survivor: How to Deal with Social Politics in your Organization
CRYSTAL RICHARDS
Leadership
Session ends at 11:25

Session ends at 10:50

10:55
-11:25

Bob McGannon’s book, “Intelligent Disobedience: The Difference Between Good and Great Leaders” will be on sale during this session.

The Traffic Fallacy
SEAN EDDINGS
Strategic & Business

Project Risk Management Made Easy
SUSAN PARENTE
Technical

Life Cycle Cost Optimization Within Decision Making on Alternative Designs
SOMPURA JITEN
Technical

11:30 Lunch

Featured Speaker

12:00 WILLIAM EGGERS
DELOITTE’S CENTER FOR
GOVERNMENT INSIGHTS

Where Tomorrow Will Take Us: A Journey into the Future of Work and Management
Learn how agile development, human-centered design, artificial intelligence, teams, and other emerging business and technology trends are transforming the world of work, management, and decision making and what it means for project management.

Technical



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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FRIDAY AFTERNOON

MAY 11
2018

Track	People in Projects: Conflict	Agile & IT
Room Moderator	Atrium (1107) Jocelyn Davis	Prince Georges (1211) Sean Phillips
1:15 - 1:45	Conflict Resolution Practices for the 21st Century PAMELA DAVIS-GHAVAMI <i>Technical</i> <i>Session ends at 2:20</i>	Agile Quantitative Risk Analysis SUSAN PARENTE <i>Technical</i> <i>Session ends at 2:20</i>
1:50 - 2:20		
2:30	Featured Speaker JEFF GRAVATTE CADD MICROSYSTEMS	
3:30	Closing Comments and Door Prizes	

Risk & Big Data	Stakeholders	Construction Management (BIM)
Charles Carroll (2203K) Greg Baecher	Benjamin Banneker (2212) Gerry Galloway	Juan R. Jimenez (2208) Ken O'Connell
Project Recovery: Root Causes & Structured Approach PETE PARNIAN <i>Leadership</i>	The Project Management and Engagement Strategy Spectrum AURANGZEB KHAN <i>Leadership</i> <i>Session ends at 2:20</i>	Information Matters: The State of Project Management Today – Revolutionizing the Construction Industry through the Adoption of Technology MARK BODNER AND LANCE COBURN <i>Strategic & Business</i> <i>Session ends at 2:20</i>
Integrated Stakeholder and Risk Management in Indian Smart Cities OMAR BASHIR <i>Technical</i>		
Technological Advances in Managing Design and Construction Projects In this session you will see and hear about proven and emerging innovations in how buildings are designed and constructed, and more importantly, the advances in how projects are being managed using modeled information. Included are practices and ideas to build more predictable outcomes. <i>Strategic & Business</i>		



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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Mike Schlegel
President, Bozzuto Construction Company

Is the Construction Industry Ripe for Disruption?

AS PRESIDENT OF BOZZUTO CONSTRUCTION Company, Mike Schlegel leads the strategic direction of the organization. Since joining the company in 1999, Mike has overseen the construction of more than 25,000 dwelling units, over one million square feet of retail, as well as public and private infrastructure projects, with an aggregate contract value exceeding \$3 billion. He has also successfully expanded (and continues to expand) Bozzuto Construction's operations to include more product markets and geographic locations in and around the Mid-Atlantic region.

Prior to joining Bozzuto Construction Company, Mike was a Vice President with Clark Builders Group, where he was integrally involved with the company's startup and

growth. Currently, Mike is Chairman of the Board of Montgomery Housing Partnership. He also serves on the Board of Directors for the Housing Association of Non-Profit Developers, the Maryland Center for Construction Education and Innovation, and the Virginia Tech Myers-Lawson School of Construction. Mike holds a Bachelor of Science Degree in Building Construction from Virginia Tech. He lives in Bethesda, Maryland with his wife and two children, and is an avid skier, sailor and mountain biker.



Celia Ann Pfleckl
Director, Portfolio Management for Amtrak's Enterprise Program Management Office Delivery Team

If You Build It, They Won't Necessarily Come *Engineering Solutions, the Human Factor*

ALMOST EVERYTHING WE DO, OR TOUCH TODAY IS DESIGNED WITH HUMAN BEHAVIOR IN MIND. In the last 30 years, we have seen evidence of this all around us with ergonomic design for a variety of consumer products, emergence of intuitive software programs and mobile apps, a new "urban living" approach to city planning and public works projects, and consumer-directed healthcare programs.

This presentation will focus on the human side of engineering projects and why it is essential to consider behavioral factors to ensure adoption and use of a final product.

We will discuss the importance of understanding your end user, selecting the right success criteria, establishing a good cross section of test subjects, and soliciting feedback early and often at appropriate points throughout the project. We will touch on the significance of proper stakeholder engagement and well-structured change management for engineering projects.

Celia Ann Pfleckl is the Director, Portfolio Management for Amtrak's Enterprise Program Management Office Delivery Team. Celia's team is responsible for complex, cross-functional, enterprise level projects and programs as assigned by Amtrak's executive leadership team. At present, her portfolio includes programs such as Positive Train Control Implementation and development and implementation of a new learning management system.

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Lauren Alexander Augustine

Director, Office of Special Projects and Resilient America Program

The National Academies of Sciences, Engineering, and Medicine

Operationalizing Resilience One Community at a Time

AT THE RESILIENT AMERICA PROGRAM AT THE NATIONAL ACADEMY OF SCIENCES ENGINEERING AND MEDICINE, WE WORK WITH FOUR COMMUNITIES across the United States to help them design and build resilience programs that satisfy their community's particular needs. This effort employs a mix of expert volunteers of the National Academy members, members of the Resilient America round table, and a local "ground team" comprised of local academicians, local government, local private sector, and non-governmental organizations.

The Resilient America program works with a bottom up point of view. As unbelievable as it sounds, Resilient America was able to achieve success in all four communities. This

result is remarkable due to their differences, different approaches, their different priorities, and their different understandings of and needs for resilience. This gives the Resilient America program, as well as others interested in operationalizing resilience, great hope for taking tenets and concepts of resilience from the academic realms into practice as an effort well worth undertaking.

Lauren Alexander Augustine is the director of the Program on Risk, Resilience, and Extreme Events in the Office of Special Projects in the Division of Policy and Global Affairs and serves as the associate executive director of the Division of Earth and Life Studies. In this role, she directs the Resilient America Roundtable and the International Forum on CBRN Resilience. She is also the staff lead for the cross-Academies Resilience Working Group. She joined the Academy in 2002.



Robert Rovinsky

Principal, Deep Water Point

A Case Study in using EVM to improve Project Management and gain funding

THE FEDERAL AVIATION ADMINISTRATION HAS DONE AN OUTSTANDING JOB OF ENSURING THAT AIR TRAVEL IS THE SAFEST IT HAS EVER BEEN, but has not compiled the same record in terms of managing its major capital improvement projects. In 1993, it had the largest federal civilian project failure when a 5.1 Billion dollar program collapsed. Shortly afterwards the Government Accountability Office placed the entire FAA's air traffic modernization program on its high risk list.

The long slow recovery to both project improvement and fiscal credibility began

in 1996 and, aided by the critical decision to implement earned value management (EVM) agency-wide, resulted in the air traffic modernization program being removed by GAO in 2009 and funding of over 100 million dollars restored. Robert Rovinsky was a key member of the executive and staff team that led the effort. He will share the lessons learned which include how to mobilize all parts of the "project management system" – acquisition, budget, internal oversight, IT, personnel, and senior leadership—and how to position EVM as the critical unifying role and forcing function.

Since 2013, Robert "Bob" Rovinsky has been a Principal at Deep Water Point, a group of over 60 former executives from the civilian, defense and intelligence agencies and as well as over 60 former executives from federal contractors. Deep Water Point helps over 100 companies large and small win contracts with the Federal Government.

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Where Tomorrow Will Take Us *A Journey into the Future of Work and Management*

William Eggers

Executive Director, Deloitte's Center for Government Insights

AGILE DEVELOPMENT. HUMAN-CENTERED DESIGN. ARTIFICIAL INTELLIGENCE. Networks of teams. The science and psychology of performance. Learn how these and other emerging business and technology trends are transforming the world of work, management, and decision making and what it means for project management.

William Eggers is the executive director of Deloitte's Center for Government Insights where he is responsible for the firm's public sector thought leadership.

His new book is *Delivering on Digital: The Innovators and Technologies that are Transforming Government*.

His eight other books include *The Solution Revolution: How Government, Business, and Social Enterprises are Teaming up to Solve Society's Biggest Problems* (Harvard Business Review Press 2013). The book, which *The Wall Street Journal* calls "pulsating with new ideas about civic and business and philanthropic engagement," was named to ten best books of the year lists.

His other books include *The Washington Post* best seller *If We Can Put a Man on the Moon: Getting Big Things Done in Government* (Harvard Business Press, 2009), *Governing by Network* (Brookings, 2004), and *The Public Innovator's Playbook* (Deloitte Research 2009). He coined the term *Government 2.0* in a book by the same name. His commentary has appeared in dozens of major media outlets including the *New York Times*, *Wall Street Journal*, and the *Chicago Tribune*.



Jim Gravatte

CEO and Owner, CADD Microsystems

Technological Advances in Managing Design and Construction Projects

TECHNOLOGICAL ADVANCES HOLD THE POTENTIAL TO REDUCE COST, TIME AND INCREASE QUALITY OF ALL PROJECTS.

As with many technologies, it is often not clear what will become useful and productive until it has been vetted. In this session you will see and hear about proven and emerging innovations in how buildings are designed and constructed and more importantly the advances in how projects are being managed using modeled information. This lively session will include common practices as well as thought provoking ideas to design and build with more predictable outcomes.

Mr. Gravatte is the CEO and owner of CADD Microsystems, headquartered in Alexandria, Virginia. He graduated from George Mason University's School Volgenau School of Information Technology and Engineering and holds a Bachelors of Science in Electronic and Computer Engineering.

Mr. Gravatte began his career as a Vertical Transportation Specialist, where he was involved in the redesign and retrofit of Elevator and Escalator systems. He eventually founded CADD Microsystems to help design and constructions firms become more profitable using CAD technology.

He is recognized as an expert in CAD and BIM applications speaking frequently at conferences and seminars. Today, CADD Microsystems serves more than 10,000 organizations in the Mid-Atlantic region, offering training, and consulting and software sales for Autodesk products.

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PODCASTS FROM THREE SYMPOSIUM TRACKS

Highlights of symposium speakers in the People and Projects, Agile & IT and Construction Management/BIM tracks will be featured in the PM Point of View podcast, “the podcast that looks at project management from all the angles.” Host Kendall Lott will share and engage with key knowledge and practice from the 2018 Project Management Symposium’s lineup of speakers in three podcasts airing throughout the rest of 2018.

Follow us on Facebook and the Project Management Center for Excellence website to find out when each episode will be published. Or listen and subscribe from iTunes or wherever you find your podcasts by searching for PM Point of View.

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PROFESSIONAL DEVELOPMENT HOURS

Session	Thurs. May 10, 2018	Fri. May 11, 2018
8:30 AM Featured Speaker	1	1
9:45-11:25 AM Morning Sessions	1.5	1.5
12:00 PM Featured Speaker	1	1
1:15-2:20 PM Afternoon Sessions	1	1
2:30 PM Featured Speaker	1	1
3:45-4:50 PM Afternoon Sessions	1	N/A
Daily Totals	6.5	5.5
Total PDUs	12	

**Detailed instructions on reporting PDUs available at: pmsymposium.umd.edu/pm2018/professional-development-hours/*

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Bethel Abate
Master of Engineering Graduate, May 2012
Project Engineer, DC Water



“I have a BS in Civil Engineering but I realized having a project management background is just as important to advance my career. The Master of Engineering in Project Management program was the perfect match since it provided project management skills while keeping my technical background in mind. My degree has opened up many opportunities for me.”

Maryam Dadabhoj
Master of Engineering Graduate, May 2017
Civil Engineer, HDR, Inc.



“The real life application of the content in which the courses were taught is the most meaningful aspect of UMD’s Project Management Program. I have used something from every class that I took in the program at some point in my career.”

Daniel “Keith” Thompson
Master of Engineering Graduate, May 2011
AST-Technical Manager, NASA

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PROJECT MANAGEMENT CENTER FOR EXCELLENCE

A.J. CLARK SCHOOL OF ENGINEERING
Civil & Environmental Engineering Department

WiFi
Thursday
Friday

user
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pms2

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rbaiguickal
tsmesaldedeo