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MAY 4-5  
UNIVERSITY OF MARYLAND

2017

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PROJECT  
MANAGEMENT  
SYMPOSIUM

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TURNING KNOWLEDGE  
INTO PRACTICE



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*Civil & Environmental Engineering Department*





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**JOHN H. CABLE**

Director  
Project Management  
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# WELCOME

Welcome to the national capital region's premier Project Management Symposium, which this year 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 idea-sharing and stimulating thinking 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 and gain knowledge, meet leading international experts, and strengthen their professional networks. Symposium participants will gain insights into how the field of management of projects is changing as they delve into focus areas such as People in Projects (Motivation, Crucial Conversations, Managing Change, and Managing Teams), Federal Programs, Integrated Program Management, Agile & IT, Risk & Big Data, Construction Management & Building Information Modeling (BIM), and more. New this year, we welcome the Maryland Center for Construction Education and Innovation, The College of Performance Management, and the Project Management Institute (PMI) Government Relations office in Washington, DC as track sponsors.

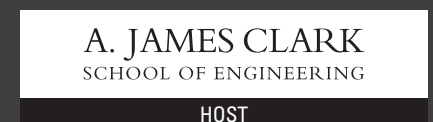
We are also excited to announce that the 2018 symposium is scheduled for April 30 – May 1, 2018, so be sure to mark your calendar! Thank you for joining with us to make this event an exciting and thought-provoking exchange of ideas.

Sincerely,

John H. Cable

# THANK YOU

# SPONSORS





# AGENDA

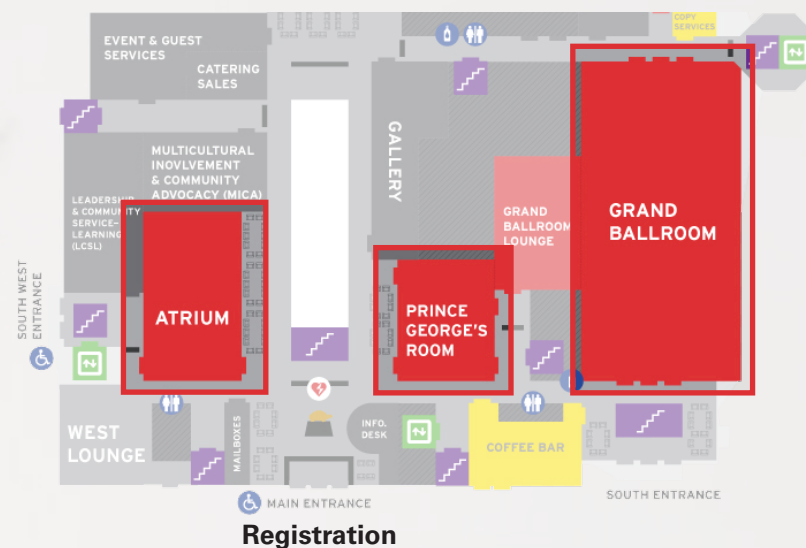
## THURSDAY

- 7:30 Registration and Coffee
- 8:30 Welcome
- 8:45 Featured Speaker Jeff Gravatte  
*Technology Trends Affecting Project Management in Building Design and Construction*
- 9:45 Morning Sessions
- 11:30 Lunch & GAC Award Presentation
- 12:00 Featured Speaker Stephen Shinn  
*Challenges in a Changing Environment*
- 1:15 Early Afternoon Sessions
- 2:30 Featured Speaker Patricia Carper  
*MGM National Harbor Project*
- 3:45 Late Afternoon Sessions
- 5:00 Networking Reception

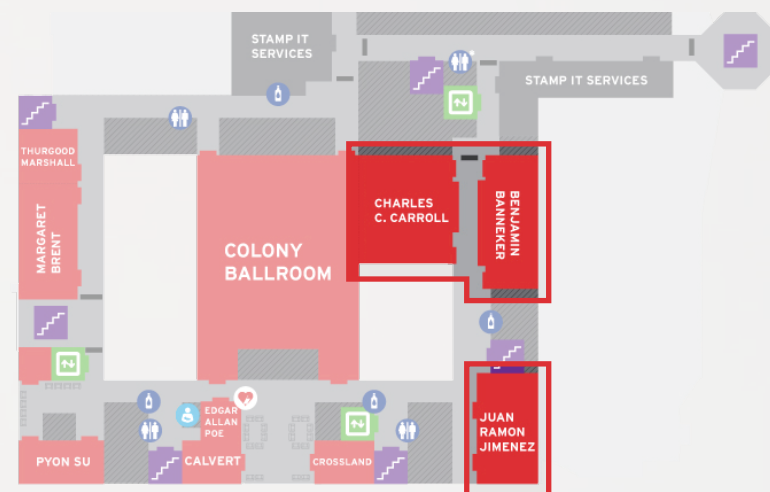
## FRIDAY

- 7:30 Registration and Coffee
- 8:30 Featured Speaker Karl Wunderlich  
*Creating a System of Automated and Connected Vehicles*
- 9:45 Morning Sessions
- 11:30 Lunch
- 12:00 Featured Speaker Lisa Blumerman  
*Counting Our Nation: How Project Management Paves the Way*
- 1:15 Early Afternoon Sessions
- 2:30 Closing Remarks and Door Prizes

## FIRST FLOOR



## SECOND FLOOR







Learn more about our featured speakers and their presentations at [pmsymposium.umd.edu](http://pmsymposium.umd.edu)

## THURSDAY

### Jeff Gravatte

CEO and Owner, CADD Microsystems  
"Technology Trends Affecting Project Management in Building Design and Construction"

### Stephen Shinn

Chief Financial Officer, NASA Goddard Space Flight Center  
"Challenges in a Changing Environment"

### Patricia Carper

Vice President, The Whiting-Turner Contracting Company  
"MGM National Harbor Project"

## FRIDAY

### Karl Wunderlich

Corporate Fellow Transportation Analysis, Noblis  
"Creating a System of Automated and Connected Vehicles"

### Lisa Blumerman

Associate Director for Decennial Census Programs, U.S. Census Bureau  
"Counting Our Nation: How Project Management Paves the Way"

# FEATURED SPEAKERS

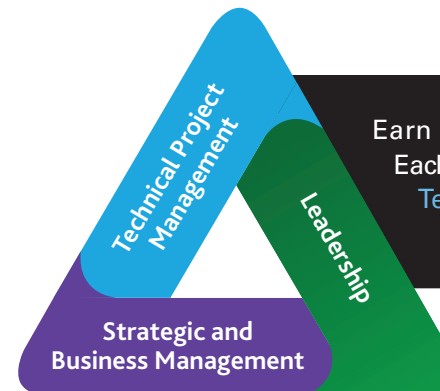
## THURSDAY MORNING

7:30–8:30	Registration Coffee	Lobby Grand Ballroom
8:30–8:45	<b>Welcome</b> <i>Dean Darryll Pines, CE&amp;E Chair Charles Schwartz, and Host John Cable</i>	Grand Ballroom Room 1206
8:45–9:30	<b>Featured Speaker Jeff Gravatte</b> <i>Technology Trends Affecting Project Management in Building Design and Construction</i> <b>STRATEGIC AND BUSINESS</b>	

Morning Sessions	<b>People in Projects: Motivation</b> <i>Atrium (1107)</i> <i>Moderator Jocelyn Davis, Nelson Hart, LLC &amp; University of Maryland</i>	<b>Federal Programs</b> <i>Prince Georges (1211)</i> <i>Moderator Bill Brantley, University of Maryland</i>	<b>Integrated Program Management</b> <i>Charles Carroll (2203K)</i> <i>Moderator Barbara Phillips, College of Performance Management</i>	<b>Agile &amp; IT</b> <i>Benjamin Banneker (2212)</i> <i>Moderator Sean Phillips, University of Maryland</i>	<b>Construction Management &amp; BIM</b> <i>Juan Ramon Jimenez (2208)</i> <i>Moderator Kenneth O'Connell, O'Connell &amp; Lawrence and University of Maryland</i>
9:45 - 10:15	<b>Jocelyn Davis</b> <i>Motivation: Creating Drive</i> <b>LEADERSHIP</b>	<b>Susan Hostetter and Sherri Norris</b> <i>Ranking Portfolio Management Maturity</i> <b>STRATEGIC AND BUSINESS</b>	<b>Nadia Arafah</b> <i>Integrated Project Delivery – Complicated Collaboration or Improbable Panacea</i> <b>STRATEGIC AND BUSINESS</b>	<b>Susan Parente</b> <i>Agile Myth Busters: That's Not Agility</i> <b>TECHNICAL</b>	<b>Olabode Ogunmakinde</b> <i>Circular Construction Opportunities and Threats</i> <b>TECHNICAL</b>
10:20 - 10:50	<b>Joseph Launi</b> <i>Understanding and Leading Project Team Members</i> <b>LEADERSHIP</b>	<b>Jonn Lau</b> <i>Delivering Value in a Federal Government Start Up</i> <b>STRATEGIC AND BUSINESS</b>	<b>William Davis</b> <i>Stop Predicting, Start Forecasting</i> <b>TECHNICAL</b>	<b>Bob McGannon</b> <i>Scrum, Kanban, Scrumban and Banjos</i> <b>LEADERSHIP</b>	<b>Deepak Sharma and Sathya Sheel Kondapalli</b> <i>Application of Kano Analysis for Identifying End Users' Expectations from Public Private Partnerships</i> <b>TECHNICAL</b>
10:55 - 11:25	<b>Myles Miller</b> <i>Project Team Motivation — Five Steps to Achieving to SUCCESS</i> <b>LEADERSHIP</b>	<b>Jessica Kunkle and Alma Contreras</b> <i>The Enterprise Program Management Office</i> <b>STRATEGIC AND BUSINESS</b>	<b>Zachary Dolch and Jason Houston</b> <i>Monitoring &amp; Controlling Your Project Schedule with the Goddard Schedule Analysis Tool</i> <b>TECHNICAL</b>	<b>Jesse Aronson</b> <i>Project Management for R&amp;D and Innovation</i> <b>TECHNICAL</b>	<b>Jennifer Tereyla and Kenneth O'Connell</b> <i>Case Study: Rocky Pen Run Reservoir, Stafford County, Virginia</i> <b>TECHNICAL</b>

11:30 - 1:00	Lunch	Grand Ballroom Room 1206
12:00 - 1:00	<b>Featured Speaker Stephen Shinn</b> <i>Challenges in a Changing Environment</i> <b>LEADERSHIP</b>	

More detailed information about the sessions and presenters can be found on the symposium website: [pmsymposium.umd.edu](http://pmsymposium.umd.edu)



Earn PDUs in each PMITalentTriangle® skill. Each session will identify the skill it addresses: **Technical Project Management**, **Leadership**, and **Strategic Business Management**.

## THURSDAY AFTERNOON

Early Afternoon Sessions	People in Projects: Motivation <i>Atrium (1107)</i> <i>Moderator Jocelyn Davis, Nelson Hart, LLC &amp; University of Maryland</i>	Federal Programs <i>Prince Georges (1211)</i> <i>Moderator Bill Brantley, University of Maryland</i>	Integrated Program Management <i>Charles Carroll (2203K)</i> <i>Moderator Barbara Phillips, College of Performance Management</i>	Agile & IT <i>Benjamin Banneker (2212)</i> <i>Moderator Sean Phillips, University of Maryland</i>	Construction Management & BIM <i>Juan Ramon Jimenez (2208)</i> <i>Moderator Kenneth O'Connell, O'Connell &amp; Lawrence and University of Maryland</i>
1:15 - 1:45	Uma Hiremagalur <i>The PM's Volunteer Journey: A Roadmap to Value</i> <b>LEADERSHIP</b>	Florence Rabanal and Rosemary Madnick <i>Exploration of PM Activities and Skill Sets in Operations of a Large Research Infrastructure</i> <b>STRATEGIC AND BUSINESS</b>	Panel Discussion: Wayne Abba, Michael Marcell, and Aydin Mohtashimian <i>Misuse of Work Breakdown Structures</i> <b>TECHNICAL</b> <i>Presentation continues to 2:20</i>	John Johnson <i>Lean or Agile: Lessons Learned from a Tech Startup</i> <b>TECHNICAL</b> <i>Presentation continues to 2:20</i>	Hakob G. Avetisyan <i>Profit Maximization and Strategic Management for Construction Projects</i> <b>STRATEGIC AND BUSINESS</b>
1:50 - 2:20	Jocelyn Davis <i>Best Friends at Work?</i> <b>LEADERSHIP</b>	Bill Brantley <i>Government Program/Project Management Offices: Best Practices and Lessons Learned</i> <b>STRATEGIC AND BUSINESS</b>			Shahab Moeini and Azzeddine Oudjehane <i>Application of an Interrelated UAS-BIM System for Construction Progress Monitoring, Inspection and Project Management</i> <b>TECHNICAL</b>
2:30 - 3:30	Featured Speaker Patricia Carper <i>MGM National Harbor Project</i> <b>TECHNICAL</b>				Grand Ballroom Room 1206
Late Afternoon Sessions	People in Projects: Constructive Conflict <i>Atrium (1107)</i> <i>Moderator Jocelyn Davis, Nelson Hart, LLC &amp; University of Maryland</i>	Federal Programs <i>Prince Georges (1211)</i> <i>Moderator Bill Brantley, University of Maryland</i>	Integrated Program Management <i>Charles Carroll (2203K)</i> <i>Moderator Barbara Phillips, College of Performance Management</i>	Agile & IT <i>Benjamin Banneker (2212)</i> <i>Moderator Sean Phillips, University of Maryland</i>	Construction Management & BIM <i>Juan Ramon Jimenez (2208)</i> <i>Moderator Kenneth O'Connell, O'Connell &amp; Lawrence and University of Maryland</i>
3:45 - 4:15	Jocelyn Davis <i>Crucial Conversations: Why, When, How to Yield Great Results</i> <b>LEADERSHIP</b>	Susan Hostetter and Jim Miller <i>Performance Management Readiness: How to Assess Your Organization's Foundation for Performance Management</i> <b>STRATEGIC AND BUSINESS</b>	Gordon Kranz <i>Integrated Program and Project Management — A Strategic Approach</i> <b>STRATEGIC AND BUSINESS</b>	Johnny D. Morgan <i>Balancing the Speed of Agility with Technical Quality</i> <b>TECHNICAL</b>	Neil Schulman <i>Hyatt Regency Hotel Walkway Collapse — A Case Study</i> <b>TECHNICAL</b>
4:20 - 4:50	<i>Presentation continues to 4:50</i>	Funlola Famuyiwa <i>Contextual Insights into Land-Based Municipal Infrastructure Finance Mechanisms</i> <b>STRATEGIC AND BUSINESS</b>	<i>Presentation continues to 4:50</i>	Mahendiran Periyasamy <i>Energile's Agile Coaching Skills To Build High Performing Teams and High Performing Organizations</i> <b>LEADERSHIP</b>	Matthew Neuberger <i>Confronting the Broken Procurement Process — What Can We Do About It?</i> <b>STRATEGIC AND BUSINESS</b>
5:00 - 6:45	Networking Reception <i>UMD Engineering and Architecture undergraduate students have been invited to network with Symposium participants</i>				Grand Ballroom Room 1206



## FRIDAY MORNING

7:30–8:30	Registration Coffee	Lobby Grand Ballroom			
8:30–9:30	<b>Featured Speaker Karl Wunderlich</b> <i>Creating a System of Automated and Connected Vehicles</i> <b>STRATEGIC AND BUSINESS</b>				Grand Ballroom Room 1206
<b>Morning Sessions</b>	<b>People in Projects: Change</b> <i>Atrium (1107)</i> Moderator Jocelyn Davis, Nelson Hart, LLC & University of Maryland	<b>Federal Programs</b> <i>Prince Georges (1211)</i> Moderator Bill Brantley, University of Maryland	<b>Risk &amp; Big Data</b> <i>Charles Carroll (2203K)</i> Moderator Greg Baecher, University of Maryland	<b>Agile &amp; IT</b> <i>Benjamin Banneker (2212)</i> Moderator Sean Phillips, University of Maryland	<b>Construction Management &amp; BIM</b> <i>Juan Ramon Jimenez (2208)</i> Moderator Kenneth O'Connell, O'Connell & Lawrence and University of Maryland
9:45–10:15	<b>Pam Hunter</b> <i>When Crucial Conversations are about Performance</i> <b>LEADERSHIP</b>	<b>Panel Discussion: Bill Brantley, Larry Gillick, Michael Morgan, Cindy Shelton, and Nick Weber</b> <i>Government Project Management in 2025</i> <b>STRATEGIC AND BUSINESS</b>	<b>Susan Parente</b> <i>Busting the Barriers to Managing Risk</i> <b>TECHNICAL</b>	<b>Panel Discussion: John Johnson with other Agile &amp; IT Track Speakers</b> <i>Agile Challenges: Procurement &amp; Leadership</i> <b>LEADERSHIP</b>	<b>Charles Igwe</b> <i>Evaluating the Impact of Value Management and Buildability Assessment on Construction Project Delivery</i> <b>STRATEGIC AND BUSINESS</b>
10:20–10:50	<b>Evan Piekara</b> <i>How People Change</i> <b>LEADERSHIP</b>		<b>Marisa Hotchkiss and Terri Long</b> <i>Creative Risk Identification</i> <b>LEADERSHIP</b>		<b>Shiven Sompura</b> <i>Life Cycle Cost Analysis of Precast Concrete Pavement</i> <b>TECHNICAL</b>
10:55–11:25	<b>Amanda Arriaga and Jessica Ballew</b> <i>What to expect when you're expecting (a major organizational change)</i> <b>LEADERSHIP</b>		<b>Adiel Komey</b> <i>Uncertainty Characterization in Quantitative Models</i> <b>STRATEGIC AND BUSINESS</b>	Discussion continues to 11:25	<b>Arian Lessani</b> <i>Proper Selection of A Project Delivery Method</i> <b>TECHNICAL</b>
11:30–1:00	Lunch	Grand Ballroom Room 1206			
12:00–1:00	<b>Featured Speaker Lisa Blumerman</b> <i>Counting Our Nation: How Project Management Paves the Way</i> <b>TECHNICAL</b>				

Participation in the 2017 Project Management Symposium can earn you up to 13 PDUs towards maintaining your PMI credential. All sessions have been assigned a skill from PMI's Talent Triangle: Technical Project Management, Leadership and Strategic Business Management.

You will need to keep track of the sessions you attend so you can calculate how many PDUs you earn in each skill. Specific directions have been posted on the Symposium website that walks you through how to apply for your PDUs.

## FRIDAY AFTERNOON

### Afternoon Sessions

#### People in Projects

Atrium (1107)

Moderator Jocelyn Davis, Nelson Hart, LLC & University of Maryland

#### Education

Prince Georges (1211)

Moderator Qingbin Cui, University of Maryland

#### Risk & Big Data

Charles Carroll (2203K)

Moderator Greg Baecher, University of Maryland

#### Stakeholders

Benjamin Banneker (2212)

Moderator Gerry Galloway, University of Maryland

#### Construction Management & BIM

Juan Ramon Jimenez (2208)

Moderator Kenneth O'Connell, O'Connell & Lawrence and University of Maryland

1:15–1:45

Panel Discussion:  
Amanda Arriaga,  
Jessica Ballew,  
Jocelyn Davis,  
Pam Hunter,  
and Evan Piekara

Creating Great Teams:  
Motivation, Change & Conflict  
**LEADERSHIP**

Brian Dickson

Use of Project Simulation in a  
Masters in Engineering Project  
Management  
**TECHNICAL**

Hector Del Castillo

Strategies for Reducing  
IoT Cyber Risk  
**STRATEGIC AND BUSINESS**

Aurangzeb Khan

Understanding Project  
Stakeholder Psychology:  
The Path to Effective Project  
Stakeholder Management and  
Engagement  
**LEADERSHIP**

Deepak Sharma and  
Vandit Shah

Determining Factors Affecting  
Public Private Partnership (P3)  
Acceptance  
**TECHNICAL**

1:50–2:20

Julie DeSot

Why PMI-ACP®?  
A certification overview  
**TECHNICAL**

Azzeddine  
Oudjehane and  
Shahab Moeini

Big Data in Construction Projects:  
Risk and Opportunity Management  
**TECHNICAL**

Aurangzeb Khan

Adversarial Project Stakeholders.  
Influencing Projects with Options  
**LEADERSHIP**

Arun Kumar Ahuja,  
Vanita Ahuja, and  
Jeetika Malik

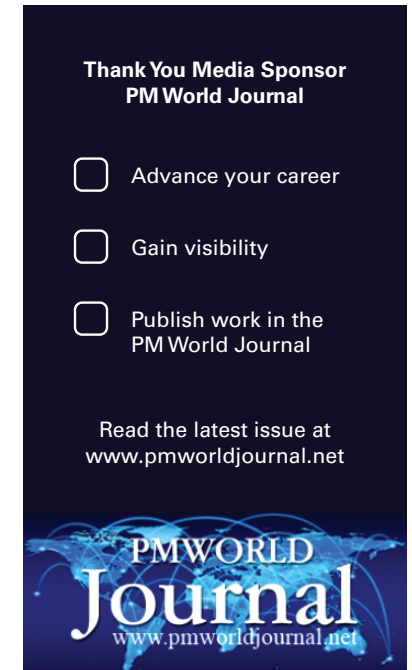
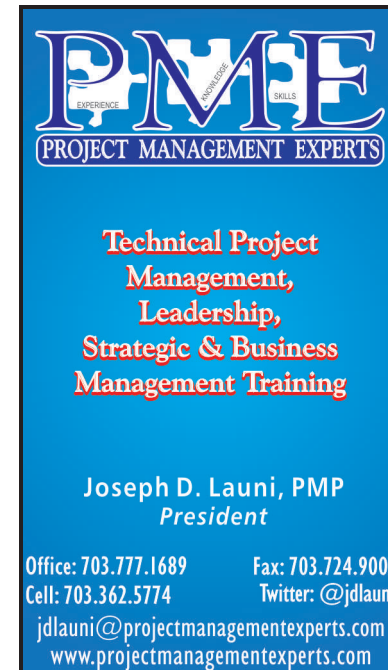
Project Management Adoption  
for Social Projects of Built  
Environment Sector  
**TECHNICAL**

2:30–3:00

Closing Comments and Door Prizes

Grand Ballroom

Room 1206



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# NOTES

**\* ON THURSDAY, MAY 4TH WE WILL BE SHOOTING VIDEO FOR A NEW PROMOTIONAL VIDEO ON THE SYMPOSIUM. WE ARE LOOKING FOR VOLUNTEERS TO PROVIDE TESTIMONIALS ON THE VALUE AND BENEFITS OF THE EVENT. WE WOULD LOVE TO HAVE YOUR PARTICIPATION!**

# BUILDING BETTER COMMUNITIES

Giving back—it's a core value and an integral part of how we do business. Being a responsible corporate citizen is not just a good thing to do ... it's the right thing to do. Through both dollar and deed, we aim to make lasting improvements that will benefit the Washington, D.C. metropolitan community for years to come.

Clark Construction is proud to support the University of Maryland. Best wishes for the 2017 Project Management Symposium!



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# NOTES



College of Performance Management

The Washington, DC Chapter of the College of Performance Management (CPM WDC) supports members and guests with meetings in the metropolitan area. CPM is an international, non-profit professional organization dedicated to the disciplines of earned value, performance measurement and project management. Headquartered in Reston, Virginia, USA, CPM is the world's leading source of education and information related to earned value management and other performance management techniques. For decades, the CPM Community has been responsible for leading, developing, promulgating and training people on the program management techniques used by the private sector, the U.S. Federal Government and around the world for successful program performance management. CPM is a growing body of professionals dedicated to managing projects that deliver the right outcomes on time and on budget.

For more information, visit [www.mycpm.org/cpmwdc](http://www.mycpm.org/cpmwdc)



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NOTES





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NOTES

**Save the date for next year's symposium:  
April 30 to May 1, 2018**

**Paper submissions open  
September 2017**

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**Evaluate the symposium  
at [pm.umd.edu/eval2017](http://pm.umd.edu/eval2017)**

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Thursday, May 4	pms1	izedobulleho
Friday, May 5	pms2	eggrofrithou



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