

# **Dr. Ginger Levin, PMP, PgMP**

## **Certified *OPM3* Professional**

### **A Member of the Project Management Institute's Registered Consulting Program**

#### ***Summary:***

**Dr. Ginger Levin** was a Senior Consultant and educator in portfolio, program, and project management. Her specialty areas included business development, maturity assessments, metrics, organizational change, program evaluation, portfolio management, knowledge management, and the Project Management Office. She was also an Adjunct Professor for the University of Wisconsin-Platteville in its M.S. in Project Management program, and at the doctoral levels, she was an Adjunct Professor for SKEMA (formerly Esc Lille), in Lille, France and at RMIT in Melbourne, Australia. She was the second person in the world to receive the PgMP®. As an *OPM3* certified Professional, she has conducted over 25 assessments in the past three years using Product Suite. She was a member of the Project Management Institute's Registered Consulting Program and an active volunteer for the Project Management Institute (PMI).

#### ***Basic Biographical Data***

Dr. Levin's 46 year career revolved around project management before it was a recognized profession of choice. She served as project manager for numerous efforts for Fortune 500 and public sector clients. Representative clients included: MARTA, Medtronic, CHEP, Abbott Vascular, Beckman Coulter, EADS, TRW, UPS, Citibank, Cargill, the Food and Drug Administration (FDA), General Electric, The Timken Company, L3, BAE Systems, Sony Ericsson, Genentech, John Deere, New York City Transit Authority, Pearson Educational Measurement, and the U.S. Department of Agriculture. For General Electric, she assisted in project management support for major radar programs. At the New York City Transit Authority, she conducted an evaluation of project management processes, conducted an organizational assessment of its Information Services Department and implemented a configuration management system. At Citibank and the U.S. Department of Agriculture, she was responsible for project management assessments as these organizations worked to achieve Level 2 certification by the Software Engineering Institute. For Citibank, she also supported software quality assurance efforts. At the Department of Agriculture, she prepared a project management methodology and a handbook about this methodology for use throughout the National Finance Center. She facilitated a two-day session of project managers on the methodology. For the FDA, she was responsible, as project manager, for its national milk drug residue data base system (project under way since 1992), served as a mentor and executive coach, and conducted numerous facilitation and organizational development efforts. For Pearson Educational

Measurement, she supported an initiative in project risk management. She worked with John Deere to develop a business case for a Project Management Office, develop a project management methodology, and train staff in its use and to assess its maturity in project management. She supported Sony Ericsson in its project management improvement initiatives and SAP in knowledge management maturity assessments. She supported EADS in program management and the Program Management Office, TRW in configuration management, and SAP in portfolio management.

As one of the first to be certified as an Assessor and Consultant in *OPM3*, she conducted over 25 assessments for organizations such as Cincinnati Bell Telephone Service in conjunction with its work for General Electric, for the U.S. Joint Forces Command, Abbott Vascular, and CHEP. As a volunteer, she contributed toward the development of the Project Management Institute's Organizational Project Management Maturity Model as an industry standard.

She managed a PMO and implemented a project management information system for the design and development of corvettes at Ingalls Shipbuilding in Pascagoula, Mississippi, for ten years and did a comparable project for the design and development of submarines in Kiel, Germany, for eight years.

Dr. Levin developed Project Framework™, ESI International's project management maturity model; its assessment methodology consisting of questionnaires, interviews, and document reviews; the maturity assessment scoring method; and also a training program for potential assessors. She then updated it to be compliant with the 4<sup>th</sup> Edition of the *PMBOK® Guide*; she also has written Program Framework™ and Portfolio Framework™ models for ESI that are staged models and are compliant with the Second Editions of PMI's Program and Portfolio Management Standards. She conducted project management maturity assessments for several Fortune 500 companies, including development of project management improvement programs for Sony Ericsson, Genentech, and Beckman Coulter, to list a few.

Additionally, she conducted capability maturity assessments for several corporations in business development, working with the Business Development Institute International. This included assessments for Honeywell, BAE Systems, ARINC, and the Oak Ridge Associated Universities. Dr. Levin was one of the co-authors of the Business Development Capability Maturity Model, developed the assessment approach, and led or participated in these assessments during 2004 and 2005. She also was primarily responsible for these sales in support of the Business Development Institute. During 2006, she worked for SAP to develop a Knowledge Management Maturity Model and assessment approach and conducted assessments of several SAP Communities of Practice.. She also supported SAP in use of this model for several assessments. In 2008, she developed a staged project portfolio management model for SAP.

Dr. Levin designed and developed numerous project management training courses for many organizations since 1983. In 1996, she developed nine courses for the Project Management Institute, covering each of the project management knowledge areas based on the first edition of the *PMBOK® Guide* under contract to PMI. She developed courses for executives, project managers, managers of project managers, and project team members. Working for project management training companies, including ESI International, IIL, and Management Concepts, as

well as on her own, she developed many training programs. Representative examples of customized courses included: a 10-day accelerated project management course for AT&T; a project management fundamentals and a leadership course for IBM; and a fundamentals course for Honeywell, Delta, GTE, and SAP. She developed courses covering all of the project management knowledge areas and processes, as well as courses unique to those professionals in information systems and information technology. Courses typically included a detailed instructor's guide, student guide, handouts, case studies, and exams.

Prior to working in consulting, Dr. Levin held positions of increasing responsibility with the U.S. Government. She was a Senior Program Review Specialist for the Federal Aviation Administration (FAA) where she supported the national airspace systems modernization effort, a Senior Management Analyst for the U.S. Office of Personnel Management, was responsible for all information systems activities as Director of the Information Systems Division for the U.S. Department of Transportation's Research and Programs Administration, and was a Senior Economist for the Interstate Commerce Commission. At the FAA, she was a member of its Program Management Group (an Agency Program Management Office reporting to the Administrator) that implemented a methodology for project management, selected software for use throughout the Agency, and conducted project reviews of major projects under way. Earlier, she was an Operations Research Analyst for the Federal Railroad Administration, an Auditor for the U.S. General Accounting Office (GAO), and an analyst/intern at Southern Railway, the Association of American Railroads, and the Transportation Association of America.

After her government career, she was the co-owner of a woman-owned small business, GLH, Incorporated in Falls Church, Virginia, specializing in project management. In 1996, she and her husband moved to Lighthouse Point, Florida, where she worked on her own as a consultant and educator in portfolio, program, and project management, wrote books in the field, was a mentor to many, and was an active volunteer for PMI. She continued as the GLH project manager for the national milk safety data base project for the FDA.

### ***Education***

In 1983, she received her doctorate in public administration with a concentration in information systems technology from The George Washington University, School of Government and Business Administration, where she received the outstanding dissertation award for her research on large organizations and morality. In 1976, she received a M.S.A. in business administration with a concentration in information systems technology also from The George Washington University, and in 1970, she received a B.B.A. with a concentration in economics from Wake Forest University. She was elected to Beta Gamma Sigma, Omicron Delta Epsilon, and Pi Alpha Alpha. Dr. Levin attained her three degrees while working full time.

### ***Teaching Experience***

Since 2002, Dr. Levin taught for the University of Wisconsin-Platteville (UW-Platteville) in its M.S. in Project Management program. At the time she joined UW-Platteville, it had two basic courses in the fundamentals of project management and one class in quality management. She urged the Dean and Program Director to expand its offerings in project management and

subsequently developed its courses in project scope management, project procurement management, interpersonal skills in project management, advanced program management, program management, and portfolio management. She taught these courses along with the fundamentals classes. In 2005, she was appointed as a full-time Lecturer and the program's Project Management Program Specialist, and in 2008, returned to an Adjunct role where she taught the Capstone class and supervised students doing Independent Study projects. In lieu of a Master's thesis at the University of Wisconsin-Platteville, students instead completed a Capstone course in which they applied the concepts they learned in the program to an actual project in the work place. She received an award for her contributions to the University in May 2003. She assisted the University as it applied for and subsequently achieved its Global Accreditation from the Project Management Institute. She also presented and delivered seminars at two project management conferences held by the University and assisted with organizing its conference for 2013. Dr. Levin encouraged and mentored many UW-Platteville students both in their careers and in higher education. As a result approximately 15 of her students have or are pursuing doctoral studies and writing their dissertations/thesis on project management-related topics. Two of her students from UW-Platteville received the coveted James Snyder Student Paper of the Year Award from PMI.

In 2008, she was appointed as an Adjunct Professor for SKEMA (formerly Esc Lille University), Lille, France, where she supported its project management program for its doctoral program. Earlier, she developed and delivered a week-long seminar in portfolio and program management for masters and doctoral candidates. At SKEMA, she supervised approximately ten students in their masters thesis and worked actively in its doctoral program, where she supervised ten candidates, served as an external examiner for numerous others, and served as a jury member during doctoral defenses. In 2012, one of her students won the PMI Student Paper of the Year Award for the EMEA region, and another won this award in North America. Both of these students received an award from SKEMA during the 2013 graduation ceremony.

She also was appointed as an Adjunct Professor for RMIT in Melbourne, Australia, where she supervised doctoral degree students in project management. In 2009, she was appointed as a Registered Examiner for UTS in Sydney, Australia, in its project management program.

She also taught an on-line class for the University of Texas at Dallas to assist people in preparing for the PgMP exam since 2010.

Additionally, she taught various short courses in project management for a number of organizations worldwide since 1983. In a major training program for the New York City Transit Authority in the 1980s, Dr. Levin recommended use of the Linn C. Stuckenbruck book as a text for this class.

During 1984-85, Dr. Levin was an Assistant Professor, full time, for The American University, Washington, D.C., where she taught graduate level courses in Telecommunications, Data Base Management Systems, and Management Information Systems.

She was a mentor for two graduate student pursuing Ph.Ds.' at Cardinal Stritch University in Milwaukee, Wisconsin, one at the University of Maryland, and one in Pakistan. She served as a

masters and doctoral external examiner for students from the University of South Africa, the University of Johannesburg, and Capella University.

### ***Memberships***

Dr. Levin was an active member of the Project Management Institute (PMI), the Association of Proposal Management Professionals (APMP) and the International Project Management Association (IPMA). She was a frequent speaker at PMI Congresses and PMI Chapters, APMP and IPMA. She presented at a PMI Congress (formerly Symposiums) each year in North America since 1997 and presented twice at PMI EMEA events.

### ***Presentations to PMI Congresses and Symposiums***

Dr. Levin presented at the following global events:

- Vancouver, Canada, 2012
- Dallas, Texas, 2011
- Washington, DC, 2010
- Washington, DC, 2010 Research Conference
- Orlando, Florida 2009
- Denver, Colorado, 2008
- Atlanta, Georgia 2007
- Seattle, Washington, 2006
- Madrid, Spain, 2006
- Toronto, Canada, 2005
- Edinburgh, Scotland 2005
- Anaheim, California, 2004
- Baltimore, Maryland, 2003
- San Antonio, Texas, 2002
- Nashville, Tennessee, 2001
- Houston, Texas, 2000
- Philadelphia, Pennsylvania, 1999
- Long Beach, California, 1998
- Chicago, Illinois, 1997

### ***Presentations to PMI Chapters***

Dr. Levin presented to the following PMI Chapters:

- Zurich, Switzerland – October 2012
- Minnesota – September 2012
- Eastern Tennessee –2012
- Madison, Wisconsin – May 2012
- Islamabad, Pakistan – May 2012
- Minnesota – September 2011
- Augusta, Georgia – January 2011

- Eastern Iowa – October 2010
- Minnesota – September 2010
- Chattanooga, Tennessee, May 2010
- Northeast, Wisconsin, April 2009
- Sydney, Australia, March 2009
- Cincinnati, Ohio, November 2008
- Greensboro, North Carolina, October 2008
- Atlanta, Georgia, August 2008
- Rio de Janeiro, Brazil, July 2007
- Tampa Bay, Florida, June 2008
- Huntsville, Alabama, May 2008
- PM South Africa, May 2008
- New Zealand, October 2007
- Richmond, Virginia, April 2007
- Atlanta, Georgia, September 2006
- Raleigh/Durham, North Carolina, June 2006
- PM South Africa, May 2006
- Northeast Wisconsin, October 2005
- LaCrosse, Wisconsin, April 2005
- Northeast Wisconsin, October 2004
- Albany, New York, September 2004
- PM South Africa, May 2004
- Madison, Wisconsin, April 2004
- Eastern Iowa, March 2004
- New York City, September 2003
- Nova Scotia, Canada, August 2003
- St. Johns, Newfoundland, Canada, August 2003
- Spacecoast, Florida, May 2003
- Puget Sound, Washington, April 2003
- Jacksonville, Florida, March 2003
- Orlando, Florida, December 2002
- Suncoast, Florida, July 2002
- Bloomington, Illinois Professional Development Day May 2002
- Tampa Bay, Florida, May 2002
- Jacksonville, Florida, January 2002
- South Florida, December 2002
- South Florida Professional Development Day, October 2002
- Puget Sound, Washington, September 2001
- South Florida Professional Development Day, September 2011
- South Florida, April 2001
- Numerous presentations for South Florida from 1997 to 2000

### ***Presentations to PMI Communities and Special Interest Groups***

She also presented webinars to the following PMI Communities of Practice and former PMI Special Interest Groups:

- Financial Management CoP – October 2012
- Pharmaceutical CoP Virtual Professional Development Day – October 2012
- Information Systems CoP Virtual Professional Development Day – June 2012
- Information Systems CoP, July 2011
- Government CoP, July 2011
- PMO SIG, November 2010
- Organizational Project Management CoP, September 2010
- Financial Services SIG, December 2008
- Metrics SIG, March 2008
- IT and Telecom SIG, February 2008
- Risk Management SIG, May 2007
- Financial Services SIG, February 2007

### ***Seminars Presented to PMI Chapters***

Dr. Levin gave seminars to the following PMI Chapters:

- Minnesota Professional Development Day, September 2012
- Eastern Tennessee Professional Development Day, September 2012
- Winnipeg, Manitoba, Professional Development Day, April 2012
- Minnesota Professional Development Day, September 2011
- Halifax, Nova Scotia, March 2011
- Eastern Iowa Professional Development Day, October 2010
- Minnesota, Professional Development Day, September 2010
- Chattanooga, Tennessee, May 2010
- Regina, Canada, Professional Development Day, May 2010
- Atlanta, Georgia, August 2009
- South Florida, May 2009
- Montreal, Canada, May 2009
- Northeast Wisconsin, Professional Development Day, April 2009
- Sydney, Australia, March 2009
- Montreal, Canada, November 2008
- Greensboro, North Carolina, Professional Development Day, October 2008
- Tampa Bay, FL, June 2008
- Huntsville, Alabama, May 2008
- PM South Africa, May 2008
- New Zealand, Professional Development Day, October 2007
- Richmond, Virginia, April 2007
- Atlanta, GA, September 2006
- PM South Africa, May 2006
- PM South Africa, May 2004

- San Antonio, Texas, October 2002
- Puget Sound, Washington, September 2001
- New Jersey Professional Development Day, May 2001

### ***Books***

Dr. Levin is the author or co-author of 12 books, and many have been selected as textbooks for use in University curricula in project management. Several books are designed to assist people in preparing for the PgMP, PMP, and CAPM exams. Recently, she was the editor of *Program Management: A Life Cycle Approach*. In this book, she reached out to 22 PgMPs from around the world who contributed 23 chapters. This book supported her mentoring initiatives to people working to attain the PgMP as she has served as a manager and then the owner of the PgMP Credentialed Group and four sub groups on LinkedIn. Until her death, she served as a series editor for books on program management for Taylor and Francis/CRC Press.

### ***Awards and Certifications***

In 1999, she received a Certificate in project management from The Gartner Group. In 2002, she received an award from the South Florida PMI chapter for her service to the chapter. In 2004, she received an award from the Association of Proposal Management Professionals for her contributions to the association. In 2005, she received an award from allpm.com for her contributions in project management. She joined PMI's Registered Consulting Program in 2012.

In December 2005, she was certified as a Project Management Professional by the Project Management Institute. In July 2006, she was certified as an *OPM3* Product Suite Assessor, and in September 2006, she was certified as an *OPM3* Product Suite Consultant; now both are titled as an *OPM3 Professional*. In June 2007, she was certified as a Program Management Professional (PgMP) by the Project Management Institute, the second person in the world to receive the PgMP from PMI.

### ***Service to the Project Management Institute***

As noted above, after moving to South Florida, Dr. Levin was an active member of the PMI Chapter and received an award for her contributions.

Since 2004, Dr. Levin was a regular contributor to the *Project Management Journal* as a book reviewer. Since June 2006, she served as a member of the Editorial Review Board for the *Project Management Journal* and regularly peer reviewed papers in portfolio and program management, maturity modeling, and the PMO.

In 2007-2008, she supported PMI as a reviewer for papers to be presented at its 2008 Research Conference in Poland and supported PMI as a reviewer for the PMI Research Conference in Washington, DC in 2010.

She was a contributor to PMI's *Community Post* from 2009 to 2011.



She was an active participant at the Global Accreditation Committee at its annual meetings at the PMI Congresses for the past five years. She presented to the GAC on “Project Management Education: Then and Now – 1996 to 2009” in Orlando, Florida.

She was a reviewer for PMI for research proposals for 2011 and in 2012.

Dr. Levin assisted PM South Africa in reviewing proposals for its bi-annual project management conference since 2008.

In 2009, she served on the leadership committee for the virtual community of practice for *OPM3*. She was a member of the original core team for *OPM3* in 1998

She assisted PMI in reviewing applications for the research grants and the Distinguished Contributor Award (2010 to 2012). In 2012, she was a member of the extended core team for the *Standard for Program Management – Third Edition*. She also reviewed the draft standards for the *Standard for Program Management – Third Edition* and the *PMBOK® Guide – Fifth Edition*.

In December 2012, Dr. Levin was honored in that PMI selected the paper she presented at the 2012 North America Congress, *Embrace and Exploit Change as a Program Manager: Guidelines for Success* to be the featured resource on a new web page it was launching on change management.

In 2013, she supported PMI in reviewing abstracts for papers and presentations at the 2013 EMEA Congress, Istanbul, Turkey. She reviewed the draft standard for the *OPM3 – Third Edition*.

Since 2006, she served as a judge for IIL for its Project Manager of the Year competition, which now is handled by PMI, and for PM Solutions in its PMO of the Year.

## Publications and Presentations

### Books:

*Program Management: A Life Cycle Approach.* Editor. Boca Raton, FL: CRC Press, 2012.

*PgMP® Exam Practice Test and Study Guide. Third Edition.* Lead author with LeRoy Ward. Boca Raton, FL: CRC Press, 2012.

*Program Management Complexity: A Competency Model.* Co-author with LeRoy Ward. Boca Raton, FL: CRC Press, 2011.

*Interpersonal Skills for Portfolio, Program, and Project Managers.* Vienna, VA: Management Concepts, 2010.

*Implementing Program Management: Templates for Success.* Co-author with Allen Green, Boca Raton, FL: CRC Press, 2009.

*PMP® Exam Practice Test and Study Guide.* Co-author with LeRoy Ward. 2009.

*PgMP® Exam Practice Test and Study Guide.* Co-author with LeRoy Ward. Second Edition 2009.

*Project Portfolio Management.* Co-author with Parviz F. Rad, Ph.D., New York, NY, IIL Publishing, 2006.

*Metrics for Project Management.* Co-author with Parviz F. Rad, Ph.D., Vienna, Virginia, Management Concepts, 2006.

*Essential People Skills for Project Managers.* Co-author with Steven Flannes, Ph.D., Vienna, Virginia, Management Concepts, 2005.

*Achieving Project Management Success With Virtual Teams.* Co-author with Parviz F. Rad, Ph.D. Boca Raton, FL. J. Ross Publishing, 2003.

*The Business Development Capability Maturity Model.* Co-author with Howard Nutt and Nancy Kessler. Farmington, UT. Shipley Associates, 2003.

*Advanced Project Management Office: A Comprehensive Look at Function and Implementation.* Co-author with Parviz F. Rad, Ph.D. Boca Raton, FL: St. Lucie Press, 2002.

*People Skills for Project Managers.* Co-author with Steven Flannes, Ph.D., Vienna, VA: Management Concepts, Inc., 2001.

*PMP Challenge!* Co-author with LeRoy Ward. Arlington, VA: ESI International. Major contributor to *PMP Study Guide*. Published since 1996.

*CAPM™ Prep Guide*. Co-author with LeRoy Ward. Arlington, VA: ESI International, 2004.

## **Papers and Presentations**

Book Review of *Enterprise Project Governance* by Paul C. Dinsmore and Luiz Rocha, published in the *Project Management Journal*, 44(1), February 2013, p. 127.

Guest blogger on “Ward Wired” on Multitasking, December 2012.

International Project Management Day, Two Videos on Portfolio Management, November 1, 2012.

Panel Member on the Value of the PgMP, Zurich, Switzerland PMI Chapter, October 24, 2012

“Embracing and Exploiting Change as a Program Manager”, PMI North America Congress, Vancouver, Canada, October 22, 2013.

“Maturity Models and Projectification. Webinar for the Financial Management Community of Practice, October 12, 2012.

“Metrics for Program and Project Excellence”. Webinar for the PMI Pharmaceutical Community of Practice, October 2, 2012.

“Effective Benefits Realization for Programs and Projects”. . PMI Chapter, Minneapolis, Minnesota, Professional Development Day, September 2012.

Seminar: Implementing Program Management and Eight Personal Competencies for Success. . PMI Chapter, Minneapolis, Minnesota, September 2012.

Seminar – Portfolio Management at the Organizational and Personal Levels. PMI Chapter, Minneapolis, Minnesota, September 2012.

“Are We Selecting the Right Projects or Are We Just Fishing?” Presentation at the PMI Chapter, Oak Ridge, Tennessee’s Professional Development Day.

Seminar – Program and Project Management Success and Knowledge Management Success, PMI Chapter, Oak Ridge, Tennessee, September 2012.

“Projectification and Maturity”. EDEN Seminar. SKEMA University, Lille, France, August 21, 2012.

“Success in the Virtual IT/IS Environment = Knowledge Sharing”. Virtual Professional Development Day. PMI’s Information Systems Community of Practice, June 6, 2012; article titled “Queen for a Day” in the IS CoP Newsletter, June 27, 2012.

Book review of “Rescue the Problem Project” by Todd C. Williams, in the 2012 *Project Management Journal* 43(3), 76.

Speaker (two presentations) at the Madison, Wisconsin Project Management Institute’s Professional Development Day, May 17, 2012.

End note speaker for the Islamabad Pakistan’s Professional Development Day on Program Management, May 12, 2012

Seminar on Portfolio Management, presented to the Winnipeg, Manitoba PMI Chapter’s Professional Development Day, April 18, 2012

De-Mystifying Program Management. Webinar Presented to EMA, March 2012

Mentoring: A Key Competency for Program and Project Professionals. Project Management Institute North America World Congress, Dallas, Texas, October 24, 2011.

Seminar on Project Portfolio Management, Amsterdam, October 6, 2011.

Keynote Presentation at the Netherlands 6<sup>th</sup> annual Project Portfolio Management Conference, sponsored by the International Association of Project Management, October 5, 2011 on “Interpersonal Skills for Portfolio Managers”

Presentation on Building Relationships and Making Decisions, for the Professional Development Day at the Minnesota PMI chapter, September 2011

Seminar on Program and Project Management presented at the Professional Development Week at the Minnesota PMI chapter, September 2011

PgMP® boot camp webinar format, sponsored on a continuing basis through the University of Texas at Dallas.

PgMP® boot camp, presented at the Professional Development Week at the Minnesota PMI chapter, September 2011

Presentation on Methods for Successful Change Management at the *Secrets for Success* Conference at the University of Wisconsin-Platteville, July 2011.

PgMP® boot camp, presented at the University of Wisconsin-Platteville, July 2011.

Webinar on Program Management Complexity presented to over 500 people of the Information Systems Community of Practice in July 2011, to the Government Community of Practice to approximately 50 people, to over 500 people at IBM, and also to over 850 people through a sponsored webinar by ESI International.

Book Review of “Project and Program Management: A Competency-Based Approach” by Mitchell L. Springer. *Project Management Journal*. July 2011.

“Do your processes add value or contribute to unnecessary work?” *PMI Community Post*. June 24, 2011.

Webinar on Program Management Complexity presented to about 200 people at IBM, May 2011.

Presenter at the Project Management Tele Summit, March 2011, on Interpersonal Skills in Building Relationships and Making Decisions.

Seminar on Program Management presented to the Halifax, Nova Scotia, Canada Project Management Chapter, March 2011.

Book Review, “Program Management” by Michel Thiry published in the *Project Management Journal*, Volume 42, Number 2, p. 95. Project Management Institute.

“Navigating Program Complexity with These Skills”. *PM Passport*. February 12, 2011. Co-author with J. LeRoy Ward. Project Management Institute.

Program Management and the Value of the PgMP. Presentation to the Augusta, GA PMI Chapter, January 20, 2011.

Radio Show organized by the Campbell Management Group in Phoenix, Arizona on Interpersonal Skills for Portfolio, Program and Project Managers, December 2010.

Webinar presented to approximately 1,000 people at AT&T on Building Relationships and Making Decisions – Interpersonal Skills for Portfolio, Program, and Project Managers, December 15, 2010.

Seminar on *The Value of Knowledge Management to the Project Management Office*. Presented at the Annual Conference of the Project Management Institute’s PMO SIG, Dallas, Texas, November 7, 2010.

PgMP Prep Boot Camp, University of Texas at Dallas, November 5-6, 2010.

Contributing author to *The PMOSIG Program Management Office Handbook: Strategic and Tactical Insights for Improving Results*. By Craig J. Letavec and Dennis Bolles (Editors), Boca Raton, FL: J. Ross Publishing, 2010.

Appendix A, *Management Maturity Models*, in *Project Management Fundamentals Key Concepts and Methodology. Second Edition*. Gregory Haugan, Management Concepts, Vienna, VA, 2011, pp. 305-232

Keynote Presentation on Virtual Teams and Excellence in Project Management for the Eastern Iowa PMI Chapter and a seminar on Change in Project Management and in One's Career, October 21, 2010.

“Just Say NO? Nah! Best Practices for No-Bids”; co-author with Randy Randazzo, Mitch Borest, and Nora O’Toole, *Journal of the Association of Proposal Management*, Fall/Winter 2010, pp. 44-56.

Paper presented on “Knowledge Management Success Equals Project Management Success” to the PMI North America Congress, Washington, DC, October 11, 2010.

Presented on the Importance of Metrics to Project Success at the Minneapolis, Minnesota PMI Professional Development Day on September 30, 2010. Gave a pre-seminar on Portfolio Management to this chapter’s Professional Development Day on September 27, 2010. Gave a pre-seminar for two days at this chapter on program management on September 28-29, 2010.

Webinar Presentation, Organizational Project Management Community of Practice on Maturity Models in Business Development, Project Management, and Knowledge Management, September 2010.

Panel Participant on Portfolio Management at the PMI Research Conference, Washington, DC, July 2010; also Moderator for a Panel on Education in Project Management.

Keynote Speaker, Secrets of Success, University of Wisconsin, Platteville, June 2010.

PgMP boot camp presented at the University of Wisconsin, Platteville, June 2010.

Seminar on Program Management presented to Ecopetrol, Bogota, Colombia, June 2010.

Seminar on the Importance of Knowledge Management and the Role of the PMO presented to the Chattanooga, Tennessee, PMI chapter, May 2010.

Luncheon speaker on the Importance of Virtual Teams, presented to the Chattanooga, Tennessee PMI chapter, May 2010.

Program Management “How To” Seminar, presented to the Regina, Canada Professional Development Day, May 2010

Two articles on Program Management published in the *PMI Community Post*, March 2010.

“Team-Building Strategies for the Virtual Team.” Paper and presentation at the Project Management Institute North American Congress, Orlando, Florida, October 2009.

Presentation to the Global Accreditation Committee: “Project Management Education: Then and Now – 1966 to 2009”, Project Management Institute, North America World Congress, Orlando, Florida.

Keynote speaker for Medtronic, Inc. at the first meeting of its project managers on Metrics and also on Organizational Project Management and Knowledge Management, July 2009.

Five short papers on the Organizational Project Management Maturity Model published during June and July 2009 in the Project Management Institute's *Community Post*.

Presentation on Project Management and Knowledge Management to the PMI Northeast Wisconsin Professional Development Day, April 2009.

Seminar on Project Portfolio Management for the PMI Northeast Wisconsin Professional Development Day, April 2009.

Seminar on *OPM3* Fundamentals, PMI Sydney, Australia, chapter, March 2009

Breakfast meeting presentation to the PMI Sydney, Australia, chapter on Guidelines for Success with Virtual Teams, April 2009.

Webinar on the Importance of the PgMP. Presented to Ultimate in Success, Santa Clara, CA, February 2009.

Keynote speaker for John Deere's project professional development day, January 2009, on project management and knowledge management; presented as well at two breakout sessions on project management metrics and virtual teams.

"Virtual Teams and Project Management". Presentation to the inaugural meeting of AACE in West Palm Beach, FL, January 2009.

Keynote Speaker, Project Portfolio Day, Madrid, Spain, December 2008; presentation titled: "The Importance of Portfolio Management for Organizational Success"

"Guidelines for Virtual Team Success". Webinar presented to the Financial Services Special Interest Group of the Project Management Institute, December 10, 2008.

"Guidelines for Project Management Success with Virtual Teams" Presentation to the Cincinnati Ohio Project Management Institute chapter, November 2008.

"Guidelines to Create a Culture to Promote Successful Use of Virtual Teams". Paper and presentation at the Project Management Institute North American Congress, Denver, Colorado, October 2008.

"Knowledge Management and Project Management" Seminar for the Greensboro, North Carolina Project Management Institute Professional Development Day, October 2008.

"Project Portfolio Management and Organizational Excellence". Keynote presentation for the Greensboro, North Carolina Professional Development Day, October 2008.

Seminar lead on Capacity Planning, 2<sup>nd</sup> annual Summit, Blue Cross Blue Shield PMOs, Raleigh, North Carolina, October 2008

Project Management Office “Hot Topics” Seminar for Program Managers, EADS, Munich, Germany, October 2008

Change Management Best Practices presentation to TRW Automotive, Detroit, Michigan, September 2008.

PgMP® Prep Boot Camp; 2-day seminar presented in 2008 to classes in Sao Paulo and Rio de Janeiro, Brazil (April); Huntsville AL PMI Chapter (May); South Florida PMI chapter (May); Tampa Bay PMI chapter (June); Montreal, Canada PMI chapter (July), and Atlanta PMI chapter (August). Presented in 2009 to the PMI Sydney, Australia chapter (March), PMI Montreal chapter (November).

Webinars given to the PMI Financial Management Special Interest Group (SIG) in December 2007 on knowledge management; to the IT and Telecom SIG in February 2008 on maturity modeling and to the Metrics SIG on establishing a culture focused on metrics in March 2008.

“Project Portfolio Management: Guidelines for Successful Implementation.” Presentation to the 2007 Blues PMO Summit, Blue Cross and Blue Shield, Raleigh, North Carolina, October 2007; dinner meeting presentation to PMI Tampa Bay chapter, June 2008.

“Project Portfolio Management and Organizational Excellence.” Keynote speaker, South Africa PMI Professional Development Conference, May 2008.

“Project Management and Knowledge Management Seminar”, South Africa PMI Professional Development Conference, May 2008.

“The Project Management Office: Guidelines for Success”. Two-day seminar presented to the University of Johannesburg, South Africa, May 2008.

“Business Development, Project Management, and Knowledge Management Maturity Models: A Prelude to Organizational Excellence.” Keynote speaker for the New Zealand Project Management Institute Conference, Wellington, New Zealand, October 2007. Also presented as a webinar to the IT and Telecommunications SIG, PMI, February 2008.

“Project Portfolio Management Seminar.” Presented to the New Zealand Project Management Institute Conference, Wellington, New Zealand, October 2007.

“Moving Forward with Project Management: A Knowledge Management Methodology”. Paper prepared and presented to the 2007 Project Management Institute World Congress, Atlanta, Georgia, October 2007. Also presented as a webinar for the Financial Services SIG, PMI, in December 2007 and a version of this paper was presented to the Atlanta, Georgia PMI Professional Development Day in August 2008..



“Shock and Awe” Panel Member at the 2007 Project Management Institute World Congress, Atlanta, Georgia, October 2007.

“Critical Incidents and Project Risk Management.” Presentation to the 2007 Nordnet Conference, Reykjavik, Iceland, September 2007.

“Knowledge Management and BD Excellence”. Presentation to the Association of Proposal Management Professional Conference, Savannah, Georgia, May 2007.

“Critical Incidents and Risk”, Panel Discussion, Risk Special Interest Group, San Francisco, California, May 2007.

“A Knowledge Management Maturity Model for a Global Field Services Organization”. Presentation with John Patrizi to the APQC 12<sup>th</sup> Annual Knowledge Management Conference, Houston, Texas, May 2007.

“Motivational Challenges with Virtual Teams”. Keynote presentation. IEEE Code Freeze Conference, Minneapolis, Minnesota, January 2007.

“New Directions and Innovation in Metrics-Based Management”. Paper and Presentation at the Project Management Institute’s (PMI) World Congress North America, Seattle, Washington, October 2006.

“Business Development, Project Management, and Knowledge Management Maturity: The Prelude to Organizational Excellence”. Plenary Presentation, South Africa PMI Professional Development Day, May 2006; also presented to the North Carolina PMI Chapter in June 2006, Richmond, Virginia PMI April 2007; and to the PMI Huntsville, AL chapter in May 2008.

“Project Portfolio Management Seminar”. Presented to PMI South Africa. May 2006, Richmond, Virginia, April 2007; and to the Atlanta PMI Chapter, September 2006.

“Successful Motivational Techniques for Use in Managing Virtual Project Teams”. Paper and presentation to the PMI World Congress EMEA, Madrid, Spain, May 8, 2006.

“Business Development Maturity: The Front End to OPM3”. Paper and presentation to the PMI World Congress North America, Toronto, Canada, September 2005; similar presentation to the Northeast Wisconsin PMI Chapter, October 2005.

“Creating a Culture Focused on Metrics” Co-author with Parviz Rad. Paper and presentation to PMI World Congress, Edinburgh, Scotland, May 2005.

“Requirements for Effective Project Communications: Similarities and Differences with Traditional and Virtual Teams; co-author with Parviz Rad, Paper and Presentation at PMI Anaheim World Congress, October 2004.

“Metrics as a Catalyst for Project Improvement”, co-author with Parviz Rad. PMI Anaheim World Congress, October 2004.

“The Project Management Office and Project Success”. Keynote address to the PMI Albany, New York Chapter in its Seminar on the PMO, September 2004.

“Leadership and Management of Project People” chapter contribution in *Skills and Knowledge of Cost Engineering*. 5<sup>th</sup> Edition. AACE International, 2004.

“Cross-Cultural Implications of Virtual Teams” Presentation to the International Project Management Association, Budapest, Hungary, June 2004

“Assuring Project and Organizational Success With Metrics-Based Management” Presentation to the PMI South Africa Conference, May 2004.

“The Project Management Office: A Necessity for Today’s Global Projects.” Presentation to the PMI South Africa Conference, May 2004 plus a half-day seminar on this topic.

“Two New Maturity Models – The Business Development Maturity Model and OPM3”. Presentation to the Eastern Iowa PMI chapter, March 2004.

“Elements of a Formalized Project Portfolio Management Model”. Co-presenter with Parviz Rad, Strategic and Operational Portfolio Management conference, Fort Lauderdale, Florida, February 2004.

“Leadership in Pioneering New Frontiers of Excellence . . . The Power of Vision”. Presentation to the Business Development Institute’s First Annual Leadership Conference, Salt Lake City, Utah, February 2004.

“The Project Management Office and Project Success”, co-author with Parviz Rad, paper published in proceedings and presented to the International Project Management Association, Nordnet 2003, Oslo, Norway, September 2003.

“How to Best Use the Project Management Office to Facilitate Project, and Organizational Success”, co-author with Parviz Rad, paper published in proceedings and paper presented at PMI World Congress, Baltimore, Maryland, September 2003.

“Project Management Maturity Assessments”. Presentation to the New York City Chapter of the Project Management Institute, September 2003.

“Achieving Project Success With Virtual Teams”. Presentation to the PMI Richmond Virginia PMI (April 2007); Northeast Wisconsin Chapter (October 2004); PMI Albany Chapter (September 2004), Association of Proposal Management Professionals Featured Speaker at Annual Meeting (June 2004), Madison, Wisconsin PMI Chapter (April 2004), The Honeywell Corporation, Sarasota, Florida (September 2003), Halifax, Nova Scotia PMI Chapter (August 2003), St. Johns, Newfoundland PMI Chapter (August 2003), Puget Sound PMI Chapter (May

2003), the Jacksonville PMI Chapter (March 2003), The Boeing Corporation Project Management Interest Group (May 2003), the Spacecost PMI Chapter (May 2003), and the Association of Information Technology Professionals Seminar (March 2003).

“Effective Communications Skills”. Presentation to the South Florida PMI Chapter, December 2002, UPS Corporation, and to the John Deere Corporation, Dubuque, Iowa, August 2006.

“Using Virtual Teams in the Journey Toward Project Success.” Presentation to the South Florida PMI Professional Development Seminar, October 18, 2002.

“People Skills for Project Professionals”. Two-day seminar presented in conjunction with the PMI Seminars and Symposium, San Antonio, Texas, October 3-10, 2002.

“Solving People Problems: Six Practical Tools for Today’s Project Manager.” Paper presented at conference and published in proceedings, *Project Management Institute Seminars & Symposium*, San Antonio, Texas, October 3-10, 2002. Co-author with Steven Flannes.

“Ensuring a Quality Product Through the Project Review”. Paper presented at conference and published in proceedings, *Project Management Institute Seminars & Symposium*, San Antonio, Texas, October 3-10, 2002. Co-author with Susan O’Hara.

“Five Key People Skills for Virtual Project Success”. Paper presented at conference and published in proceedings, *International Project Management Association Conference 2002*, September 25-28, 2002, Reykjavik, Iceland.

“Using Capability Maturity Models to Go for the Gold”. Keynote presentation to the annual conference of the Association for Proposal Management Professionals. Salt Lake City, Utah, May 2002.

“Using the Web for the Next Generation Project Management Maturity Assessments”. Paper presented at conference and published in *Proceedings. Project Management Institute Seminar and Symposia*. Nashville, Tennessee, 2001.

“Establishing a Project Management Environment Where Creativity Can Thrive.” Paper presented at conference and published in *Proceedings. International Project Management Association 2001*. May 31-June 1, 2001, Stockholm, Sweden.

“Using Projects to Promote Creativity and Continuous Improvement in Project Management”. Co-author with Shay Lubianiker. Paper presented at conference and published in *Proceedings. International Project Management Association 2001*. May 31-June 1, 2001, Stockholm, Sweden.

“Five Key People Skills for Project Professionals.” Presentation to the Puget Sound Chapter of PMI and The Boeing Company (September 2001); the South Florida PMI Chapter (September 2001); the Northeast Florida Chapter (January 2002); the Bloomington, Illinois PMI Seminar in May 2002; the Tampa Bay PMI Chapter (May 2002); the American Association of Cost

Engineers Annual Seminar (June 2002); the Suncoast (Clearwater, Florida) PMI Chapter (July 2002); the Orlando, Florida PMI Chapter (December 2002), the Great Lakes PMI Chapter (March 2003); the PMI LaCrosse Wisconsin PMI Chapter (April 2005), and the John Deere Corporation (May 2005).

“Enhancing Communications Skills”. Seminar presented to the Puget Sound PMI Chapter (September 2001).

“Using Metrics for Project Management Improvement”. Paper presented at conference and published in *Proceedings. Project Management Institute, New Jersey Chapter, Seminar, May 2001.*

“Five Key Ingredients for Success.” Presentation to the South Florida Project Management Institute Chapter, April 2001.

“Using Metrics to Demonstrate the Value of Project Management.” Co-author with Susan O’Hara. Paper presented at conference and published in *Proceedings. Project Management Institute Seminar and Symposia. Houston, Texas, 2000.*

“Aspiring to Peak Performance: A Personal Improvement Model for Project Management Professionals.” Paper presented at conference and published in *Proceedings. Project Management Institute Seminar and Symposia. Philadelphia, PA, 1999.*

“Using a Project Management Maturity Assessment to Promote Project Management Improvement.” Co-author with Greg Skulmoski. Paper published in *Proceedings: International Project Management Association, Helsinki, Finland, 1999.*

“Metrics for Project Management Maturity.” Paper presented at conference and published in *Proceedings: Project World, Annual Seminar, Boston, Massachusetts, May 1999.*

“The Changing Nature of the Project Audit: No Longer a ‘Gotcha Game’”. Paper presented at conference and published in *Proceedings: Project Management Institute Annual Seminar and Symposia. Long Beach, California, October 1998.*

“What Happens During a Project Management Maturity Assessment?” Paper presented at conference and published in *Proceedings: Project World, Annual Seminar, Atlanta, Georgia, May 1998.*

“Leadership and Management Commitment Essential for Project Management Maturity.” Paper presented at conference and published in *Proceedings: Project World, Annual Seminar, Long Beach, California, December 1997.*

“A Project Management Maturity Model”. Co-author with Anita Fincher. Paper presented at conference and published in *Proceedings: Project Management Institute. Annual Seminar and Symposia. Chicago, Illinois, October 1997.*

## Employment History

**2008 to 2018:** Adjunct Professor, University of Wisconsin-Platteville, Platteville, Wisconsin.

**2005 - 2008:** University of Wisconsin-Platteville, Platteville, Wisconsin, Lecturer and Program Management Specialist in Project Management (part-time)

**2008 to 2018:** Adjunct Professor, SKEMA, France (part-time)

**2008 to 2018:** Visiting Professor, RMIT, Australia (part-time)

**2002-2005:** Adjunct Professor, University of Wisconsin-Platteville

**1996-2018:** Independent Consultant and Trainer in Project Management, Program Management, and Portfolio Management, Lighthouse Point, Florida

**1983-1996:** President of GLH, Incorporated, a woman-owned, small business in Falls Church, Virginia, specializing in consulting in project management, information management, and organizational development

**1984:** Assistant Professor, full-time, American University, Washington, DC

**1982-1984:** Program Review Specialist, GS-15, Federal Aviation Administration, Washington, DC (member of Project Management Office reporting to the Administrator); later Chief of the Information Systems Branch, International Aviation Office

**1980-1982:** Chief, Information Systems Division, GS-15, Research and Special Programs Administration, U.S. Department of Transportation, Washington, DC

**1979-1980:** Senior Management Analyst, GS-15, U.S. Office of Personnel Management, Washington, DC

**1977-1979:** Senior Economist, GS-14, Interstate Commerce Commission, Washington, DC

**1976-1977:** Operations Research Analyst, GS-13, Federal Railroad Administration, U.S. Department of Transportation, Washington, DC

**1970-1976:** Supervisory Management Auditor and Management Auditor, GS-7 to GS-12, U.S. General Accounting Office, Washington, DC

**1966-1970:** Full-time employment, Department of Education and Department of Business Administration, Wake Forest University, Winston-Salem, NC

**1966-1970:** Intern positions at the Southern Railway; Association of American Railroads, and the Transportation Association of America