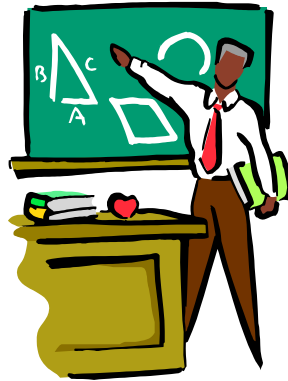




**College of Performance Management**

**Professional Education Program**



**Faculty Biographies**

## The Faculty

**Name:** Wayne F. Abba

**Specialty:** Contract and Project Management, Earned Value Management

**Contact Information:**

Phone: 703-658-1815

E-Mail: [abbaconsulting@cox.net](mailto:abbaconsulting@cox.net)

Mailing Address: N/A

**Project Management Experience:** More than 35 years

**Earned Value Management:** 25 years

**Teaching Experience:** 20 years

**Career Highlights:** Wayne F. Abba is an independent management consultant. He has more than thirty years experience in contract and project management, acquired during more than 35 years of public service. Before establishing his consulting business, Mr. Abba was Vice President for Integrated Management Services with Dekker, Ltd., a leading supplier of Project Portfolio Management Solutions. For seventeen years before retiring in 1999, Mr. Abba was the senior program analyst for contract performance management in the Office of the Under Secretary of Defense (Acquisition & Technology). He was awarded three Secretary of Defense Medals for Meritorious Civilian Service for his leadership in the acceptance of effectively integrated technical, schedule and cost performance management principles throughout the Department of Defense, the federal government, commercial enterprise, and in the governments and industries of friendly foreign countries. Mr. Abba holds a Bachelor of Science degree from the University of the State of New York and a Master of Public Administration degree from The American University in Washington, D.C. He is a member of the Project Management Institute, the National Contract Management Association and the Society of Cost Estimating and Analysis and holds a Professional Designation in Contract Management from the Air Force Institute of Technology and NCMA. In 1999 his contributions to the advancement of project management in the public and private sectors were recognized by PMI's Distinguished Contribution Award and also by the Government of Canada. He is a past president of the PMI College of Performance Management and serves on the National Defense Industrial Association's Program Management Systems Committee.

**Professional Certifications:** Professional Designation in Contract Management from the Air Force Institute of Technology and NCMA.

**Education:** B.S., University of the State of New York, M.P.A., The American University, Washington, D.C.

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**Name:** Catherine Ahye

**Specialty:** Earned Value Management Systems

**Contact Information:**

Phone: 703-755-5849

E-Mail: [Catherine.A.Ahye.ctr@nga.mil](mailto:Catherine.A.Ahye.ctr@nga.mil)

Mailing Address:

**Project Management Experience:** 20 years

**Earned Value Management:** 20 years

**Teaching Experience:**

**Career Highlights:** Ms. Ahye has over twenty years combined experience in Earned Value Management and Project Management as a government and contractor employee. Her experience includes developing an Earned Value Management System that received DOD

accreditation within thirteen months from contract award. Currently Ms. Ahye is providing performance management consulting services to the National Geospatial-Intelligence Agency (NGA) government program offices and developmental contractors. Prior to arriving at NGA, Ms. Ahye has provided program offices training, standardization, mentorship, and oversight in the Earned Value and Program Management arena. In addition, she has led EVMS reviews including Integrated Baseline Reviews (IBRs), EVMS joint surveillance reviews, and other independent assessments.

**Professional Certifications:** Project Management Professional (PMP®).

**Education:** Masters and BS Degrees in Business Administration.

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**Name:** Neil F. Albert

**Specialty:** Project Performance Management, Cost Estimating and Analysis

**Contact Information:**

Phone: 703-506-4600

E-Mail: nalbert@mcri.com

Mailing Address: MCR, LLC, 2010 Corporate Ridge, Suite 350, McLean, Virginia 22102

**Project Management Experience:** 25 years

**Earned Value Management:** 20 years

**Teaching Experience:** 5 years

**Career Highlights:** Mr. Albert is President and CEO of MCR, LLC a small business specializing in cost/schedule analysis, acquisition management, and program assessment support. In his capacity, Mr. Albert directs and manages cost estimating, project management support, earned value management, contract management, software acquisition, logistics, and education and training in support of Government and industry customers. He has broad experience in electronics, transportation systems, information (software) systems, space and defense systems, energy, and environmental systems. Mr. Albert has been at MCR for over 16 years and has held many positions including Director of the Cost Analysis Division, Vice President, and Senior Vice President and General Manager. Previously, he was Director of Cost Estimating and Analysis at Textron Defense Systems where he directed and managed the cost analysis functions including cost estimating, cost/schedule control support, proposal development, cost/price analysis, cost systems development, Design-to-Cost and Life-Cycle Cost analysis. Other positions included Senior Cost Analyst at Analytical Systems Engineering Corporation, Financial Analyst at Calculon Corporation and Management Analyst at Computer Sciences Corporation. Mr. Albert is the primary developer and author MIL-STD-881B (Work Breakdown Structures for Defense Materiel Items) and MIL-HDBK-881 (Development of Work Breakdown Structures).

**Professional Certifications:** Certified Cost Estimator/Analyst, Society of Cost Estimating and Analysis (SCEA).

**Education:** BBA in Finance/Economics and MBA in Financial Management from The George Washington University.

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**Name:** Frank T. Anbari

**Specialty:** Project Management and Quality Enhancement

**Contact Information:**

Phone: 202-994-0404

E-Mail: anbarif@gwu.edu

Mailing Address: Project Management Program, The George Washington University, Fungler Hall, Suite 415, 2201 G Street, NW, Washington, DC 20052

**Project Management Experience:** 30 years

**Earned Value Management:** 25 years

**Teaching Experience:** 25 years

**Career Highlights:** Frank T. Anbari is a faculty member and past Director of the Project Management Program at The George Washington University. He gained extensive industrial experience serving in leadership positions at Amtrak, Day and Zimmermann, and American Water Works Service Company. He taught in the graduate Programs at Penn State University, Drexel University, and the University of Texas at Dallas, and for private and public organizations throughout North America and Europe. Dr. Anbari served as Examiner (1993-1995) and Alumni Examiner (1999-2000) for the Malcolm Baldrige National Quality Award, and as member of the Editorial Review Boards of *Quality Management Journal* (1993-1998) and *Project Management Journal* (2000-Present), and the Panel of Referees of the *International Journal of Project Management* (2003-Present). Dr. Anbari conducts research, presents, and publishes on significant topics in project management. His recent works include "Earned Value Project Management Method and Extensions," *Project Management Journal*, December 2003, "Project Management Information Systems" chapter in *Field Guide to Project Management*, Second Edition, edited by D. I. Cleland, Wiley, 2004, *Q&As for the PMBOK® Guide—Third Edition* (Editor), PMI®, 2005, "Innovation, Project Management, and Six Sigma Method," *Current Topics in Management*, Vol. 10, 2005, and *Project Management IQ* [CD], co-authored with H. Kerzner, D. I. Cleland, and A. Zeitoun, International Institute for Learning, 2006.

**Professional Certifications:** PE, PMP®, and ASQ Certified Six Sigma Black Belt.

**Education:** PhD Project Management and Quality Enhancement, MBA, and MS Engineering.

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**Name:** David C. Bachman

**Specialty:** Earned-Value Management, Course Development, and Estimates At Completion

**Contact Information:**

Phone: 703-805-5259

E-Mail: dave.bachman@dau.mil,

Mailing Address: 6014 Forest Run Drive, Clifton, VA 20124

**Project Management Experience:** 16 years

**Earned Value Management:** 8 years

**Teaching Experience:**

**Career Highlights:** Mr. Bachman is currently employed as a professor at the Defense Acquisition University. He has extensive project management experience as both a military officer and senior program analyst. Mr. Bachman's military background includes extensive experience as a Navigator, Rated Staff Officer, JCS Intelligence Officer, and member of the Defense Acquisition Corps. He started his acquisition career as a student at Hughes Aircraft Company in the "Education With Industry" program. Mr. Bachman was twice assigned to the GPS Joint Program Office, first as the project officer for the B-52 – GPS integration, and then as the Nuclear Detonation Detection System Program Manager.

**Professional Certifications:** N/A

**Education:** B.S. Ceramic Engineering: Pennsylvania State University, MBA: Rutgers University, M.A. Education: Marymount University.

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**Name:** Lauren Bone

**Specialty:** Earned Value Management

**Contact Information:**

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E-Mail: lb@boneconsultingltd.com

Mailing Address:

**Project Management Experience:** 21 years

**Earned Value Management:** 15 years

**Teaching Experience:** EV Session of Masters in Integrated Programme Management at Warwick University; individual company EVM training courses.

**Career Highlights:** Lauren Bone, B Eng (Mech), worked initially as an engineer but for the last 15 years has focused on the introduction and maturation of Earned Value Management in a variety of project environments and organizations. Her experience includes work for organizations in Australia, Israel, UK, Germany, Italy and the US on both government and commercial projects. Key amongst these have been the successful green field implementation of EV at a division of Israeli Aircraft Industries, the introduction, implementation and training of EV at Metronet, (an organization charged with upgrade and maintenance of two thirds of the London Undergrounds infrastructure) and work on standardized integrated project management for AgustaWestland. Most recently she has conducted a survey on the status of EVM Implementation within the UK MoD. Engagements have included Integrated EVMS System Design, Implementation Support, Training & Coaching and participation in EV project Reviews to various of the applicable world standards. Operating as an independent consultant, Lauren is a foundation member and interim chair of the recently convened Global Advisory Committee of the PMI-College of Performance Management, is a member of UK MOD DEVMIG (Defence EV Management Interest Group) and the UK APM EV-Specific Interest Group. Her most recent efforts through these organizations has involved defining and promoting the integration of Risk and Earned Value and her current focus is on development, maintenance and promulgation of internationally accepted standards in the application of Earned Value.

**Professional Certifications:**

**Education:** B Eng (Mech)

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**Name:** Thomas L. Bowman

**Specialty:** Earned Value Management, Procurement & Contracting, Cost Management, Material Management, Subcontract Management, Resource/ Capacity Management, Financial Management, Scheduling, Requirements Management, Risk Management, Strategic Planning, Program Management, Program Office Implementation, Portfolio Management, Process/Business/Capabilities Assessments, Delivery Order Management, Instructional Systems Development, and Education/Training (Classroom Instruction).

**Contact Information:**

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E-Mail: tom.bowman@robbsingioia.com

Mailing Address: 4141 Colonel Glenn Hwy, Suite 210, Beaver creek, OH 45431

**Project Management Experience:** 20 years

**Earned Value Management:** 25+ years

**Teaching Experience:** Associate Professor of Performance Management, Air Force Institute of Technology (AFIT), 1978-1986. Course Direction/Instruction of SYS 360, 361, 362, 363 ; one, two, and three week courses in EVM (then C/SCSC).

**Career Highlights:** Mr. Bowman is currently employed as Senior Management Consultant for Robbins-Gioia LLC and Corporate Director of Earned Value Management. Tom served 24 years of distinguished active duty service with the Air Force in positions that included Deputy

Director of Cost at what is now the Aeronautical Systems Center (ASC), Comptroller of the Wright Laboratories (Now Air Force Research Laboratories, AFRL), and Earned Value Field Command Focal Point for ASC. Since leaving active duty, Mr. Bowman has implemented EVMS for the Department of Energy Environmental Restoration Program, the FAA and IRS, the Joint Logistics Systems Center (JLSC), the Air Force Software Factory/Materiel Systems Group, the FIRST Program, and the Joint Strike Fighter (JSF) Program.

**Professional Certifications:** DoD Certified Acquisition/Program Manager-Comptroller (Level III) by DoD Acquisition Professional Development Program (APDP); 1991.

**Education:** B.A. in Biology and Secondary Education: University of Evansville, M.A. Management/Human Relations (Industrial Psychology) Webster University.

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**Name:** Lloyd L. Carter

**Specialty:** Design, Development and Implementation of Performance Management Systems

**Contact Information:**

Phone: +61 (0)3 5754 1010

Email: llcarter@mtc.aust.com

Mailing Address: MTC AustralAsia Pty Ltd, Post Office, Tawonga South, Victoria, 3698 Australia

**Project Management Experience:** 34 years

**Earned Value Management:** 34 years

**Teaching Experience:** Past Associate Professor, Air Force Institute of Technology, University Guest Lecturer, Conducted multiple public seminars.

**Career Highlights:** Lloyd L. Carter is currently the Managing Director, MTC AustralAsia Pty Ltd. He has been involved with Project Management Systems and Earned Value Performance Management (EVPM) since 1968. He participated in the review of the first contractor to be validated under what was then called the Cost/Schedule Planning and Control Specification (CSPCS). While in the United States Air Force, Mr. Carter served in various acquisition management positions directly related to Project Management and Performance Management Systems. This included assignments ranging from source selection to contract operation activities. From 1972 to 1981, he served as Associate Professor of Acquisition and Project Management at the School of Systems and Logistics at the Air University. During this time he was the Director in Charge of the Cost/Schedule Control Systems Implementation and Surveillance Courses. Included in the duties was providing consulting services to various Department of Defense agencies as well as to the National Aeronautic and Space Agency, Department of Energy, and Department of Transportation. Mr. Carter has written or tailored governmental policies, regulations, and contractual requirements to meet the needs of foreign military sales, construction, development, and manufacturing projects. In the international consulting arena he has designed, developed, and conducted public and in-house seminars on Performance Management Systems attended by thousands of students. He has designed and implemented project performance management systems and provided consulting services to over 200 contractor and governmental organizations in the United States, Canada, England, France, Italy, Japan, Australia and Saudi Arabia.

**Professional Certifications:** Professional Designation in Contract Management

**Education:** BA in Business, Indiana University; MBA and Post Graduate Studies, Ohio State University.

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**Name:** Gary E. Christle

**Specialty:** Integrated Project Management Systems

**Contact Information:**

Phone: 703-824-2693

E-Mail: christig@can.org

Mailing Address: 15916 Edgewood Dr., Dumfries, VA 22026

**Project Management Experience:** 13 years

**Earned Value Management:** 27 years

**Teaching Experience:**

**Career Highlights:** Mr. Christle is currently employed at the Center of Naval Analysis as the Scientific Analyst to the Assistant Secretary of the Navy (RD&A). He retired from federal service in 2000 as the Deputy for Acquisition Management, Office of the Under Secretary of Defense (AT&L). Prior to his position in AT&L, Mr. Christle was a budget analyst with the DOD Comptroller, an Operations Research Analyst with the Cost Analysis Directorate, Comptroller of the Army, A Management Intern with the Office of the Chief of Staff of the Army, and a mechanical engineer with Honeywell. As a Lieutenant in the U.S. Army, Corps of Engineers, he was a turbine engine test engineer with the Army Aeronautical Depot Maintenance Center and served in Vietnam as a Platoon Leader and Company Commander with the 23<sup>rd</sup> Infantry Division. Mr. Christle was the distinguished military graduate of Northeastern University and is a recipient of the Northeastern University Outstanding Alumni Award in the Field of Public Service; the Defense Distinguished Civilian Service Medal (twice), the Presidential rank designation of Meritorious Executive; the David Packard Excellence in Acquisition Award, the General Hans H. Dressnack Distinguished Service Award, and the Vice President's "Hammer" Award. Mr. Christle is a member of the OSD Acquisition Corps, is a member of the Project Management Institute and the National Defense Industrial Association, and is an Honorary Professor of the Defense Systems Management College.

**Professional Certifications:** DOD level III certification in Program Management.

**Education:** B.S. in Mechanical Engineering: Northeastern University, M.B.A. (Finance): The George Washington University.

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**Name:** Anita Cukr

**Specialty:** Earned Value Management

**Contact Information:**

Phone: N/A

E-Mail: anita.cukr-contractor@mda.osd.mil

Mailing Address: 2110 Washington Blvd, Suite 150, Arlington, VA 22204

**Project Management Experience:** 20 years

**Earned Value Management:** 11 years

**Teaching Experience:** 8 years

**Career Highlights:** Significant Expertise in Earned Value Management (EVM): Former Vice President of Communications for the College of Performance Management (CPM), an elected member of the Governing Board responsible for strategic planning. Former Managing Editor of the Measurable News, the quarterly CPM publication. Published author. Former Professor of EVM at the Defense Systems Management College. Managed a track on Integrated Program Management sponsored by CPM at the 2002 Software Technology Conference.

Currently support the Missile Defense Agency (MDA) as a consultant on EVM systems implementation at MDA program offices. Our management consulting approach includes an assessment visit to determine the state of the EVM systems, training to facilitate "culture change" toward more effective organizational understanding and use of EVM, and follow-up visits to assist with establishment and maintenance of the EVM baseline (Integrated Baseline Reviews). I consult

on the full range of issues related to EVM, to include effective use of EVM progress measures, automated tools, estimating methods, using EVM to facilitate risk management.

Former Deputy Program Manager for the contractor workforce assigned to the National Missile Defense Program EVM task. Ms. Cukr has over 20 years of experience in Department of Defense financial management (cost estimating, budget).

**Professional Certifications:** Certified Project Management Professional, Graduate of Defense Systems Management College Program Manager Course, Level III Acquisition Workforce professional upon retirement from the Air Force.

**Education:** B.A. in Business Administration: University of Nebraska at Omaha, M.S. Management Engineering: George Washington University, and Distinguished Graduate-Air War College.

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**Name:** John D. Driessnack

**Specialty:** Earned Value Management, Risk Management

**Contact Information:**

Phone: 703-416-9500 ext 265

E-Mail: jdriessnack@mcri.com

Mailing Address: MCR, LLC, 201 12<sup>th</sup> Street South, Suite 806, Arlington, VA 22202

**Project Management Experience:**

**Earned Value Management:**

**Teaching Experience:**

**Career Highlights:** John Driessnack is the Director of Program and Technical Assessment at MCR, LLC. He consults and runs various workshops for Industry, Federal Agencies, including DoD and Intel program teams working to improve their integrated program management processes. He continues to lecture during executive courses at Defense Acquisition University (DAU) on Risk Management as well as write and facilitate cases. As editor on the DAU Risk Management Community of Practice (CoP), he edited the Acquisition Review Quarterly special editions on Risk Management, Spring 2003. He currently is co-chairperson of the PMSC's joint Industry/Government Risk Management Working Group and lead for the process group.

**Professional Certifications:**

**Education:**

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**Name:** Anthony (Tony) E. Finefield

**Specialty:** Development and Assessment of Earned Value Management Systems

**Contact Information:**

Phone: 714-642-8795

E-Mail: tonyevm@earthlink.net

Mailing Address: 6701 Healey Avenue, Garden Grove, CA 92845-2217

**Project Management Experience:** 26 years

**Earned Value Management:** 30 years

**Teaching Experience:**

**Career Highlights:** Mr. Tony Finefield has over thirty years of experience in the area of Earned Value Management Systems. As a Naval Supply Corps Officer he was assigned to the Defense Contracts Management Area - Santa Ana where he was responsible for supervising an EVMS Surveillance program that included four validated contractors with nine contracts valued at over \$1 Billion. Subsequent to that, Mr. Finefield worked for five years in two Air Force Plant Representative Offices (AFPROs): TRW Defense and Electronics Sector and Rockwell International, Autonetics Division. As the EVMS Surveillance Monitor, he was responsible for

ensuring continued contractor compliance with their approved EVMS. In March 1983, Mr. Finefield joined the Cost Information & Management Systems Division of Air Force Space Systems Division (now Space and Missile Systems Center) where his responsibilities include being the SMC Field Command Focal Point for the implementation of earned value management on all major acquisitions at SMC. Additionally, he has led reviews at such diverse contractors as Martin Marietta Astronautics Group; TRW Defense & Space Sector; Lockheed Missiles and Space Company; Boeing Aerospace and Electronics; and, General Dynamics Space Systems Division. Mr. Finefield led the multi-service, multi-agency team charged with the rewrite of the Joint Implementation Guide and its transition into the Earned Value Management Implementation Guide, published in December 1996. Mr. Finefield served as the Chief of the Acquisition Cost Division at SMC from Nov, 1997 to June 2001. His duties included supporting program office's in generating program level cost estimates; supporting cost model research and maintenance; supporting the program offices in the preparation for and conduct of Integrated Baseline Reviews (IBR's); and, providing earned value training to both program office and staff personnel. Mr. Finefield retired from Government Service on 1 July 2001 and now works as a private consultant, providing support to both private industry and government agencies.

**Professional Certifications:**

**Education:** B.S. in Accounting, Little Rock University, MBA, Cal State University Long Beach.

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**Name:** Doug Fisher

**Specialty:** Cost and Schedule Management, Earned Value Management

**Contact Information:**

Phone: 714.685.1730

E-Mail: Ghconsult@aol.com

Mailing Address: N/A

**Project Management Experience:** Over 30 years

**Earned Value Management:** Over 30 years

**Teaching Experience:** N/A

**Career Highlights:** Doug Fisher has over thirty-five years of Department of Defense (DoD), Department of Energy (DoE), and private industry experience in Program/Project Management, Earned Value Management, Cost Estimating and Analysis, Management Systems, Contract Management, and Financial/Business Management. His experience includes several assignments as a program/project manager, a continuing involvement with earned value management since 1970, significant involvement in parametric and discrete cost estimating and analysis, extensive participation in the source selection process, and numerous analyses of contractors' financial/business systems. Also, he has implemented and operated compliant Cost/Schedule Control Systems (C/SCSC), performed as team leader and team member in compliance/validation reviews, implemented Earned Value Management Systems (EVMS) tailored to special needs, developed Requests for Proposals (RFP), negotiated contracts, and developed recommendations for Management Information Systems.

**Professional Certifications:**

**Education:** BS in Mechanical Engineering, MS in Aerospace Engineering, and MBA in Finance.

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**Name:** Michael A. Hatfield

**Specialty:** Project Control Engineering

**Contact Information:**

Phone: 505-665-9481

E-Mail: hatfield@lanl.gov

Mailing Address: 10229 Oso Redondo N.E., Albuquerque, NM 87111

**Project Management Experience:** 15 years

**Earned Value Management:** 15 years

**Teaching Experience:** 3 years

**Career Highlights:** Mr. Hatfield is currently employed by the Los Alamos National Laboratory, but is probably best known for his back-page column in PMNetwork, *Variance Threshold*. In fact, Hatfield may very well be the most widely-read author on the subject of Project Management in the English-speaking world. He also writes the *Reality Check* column for The Measurable News, and is both a PMP and a CCC. He has multiple presentations, keynote speeches, and publications to his credit, as well as over 15 years experience in Project Management, Project Controls, and Estimating. Mr. Hatfield has worked such high-profile projects as MX Missile Nuclear Hardening, the Airborne Laser Laboratory, and the W-88 Warhead's Pit Manufacturing, to name just a few.

**Professional Certifications:** PMI's Project Management Professional, AACE International Certified Cost Consultant, and DSMC's C/SCSC Certification Course.

**Education:** B.A. in English: University New Mexico, M.B.A. (Business): University of Phoenix.

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**Name:** Eleanor L. Haupt

**Specialty:** Earned Value analysis and training

**Contact Information:**

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E-Mail: ehaupt@earnedvalue.biz

Mailing Address: Earned Value Associates LLC, 2762 Lorrie Drive, Beavercreek, OH  
45434

**Project Management Experience:** 26 years

**Earned Value Management:** 26 years

**Teaching Experience:** 12 years

Eleanor is a senior partner with Earned Value Associates LLC, a training and consulting company dedicated to improving earned value management. Eleanor provides customized support for EVM implementation and policy development to private and public clients. As part of EVMS implementation for a client, she conducts gap analyses and continuous improvement assessments, as well as compliance and integrated baseline reviews. Eleanor has developed and presented a wide variety of training materials covering the full spectrum of EVM, and is also a certified wInsight instructor. She is a frequent speaker, trainer, and keynoter at national and international EVM conferences. Eleanor is the author of several guides and manuals, and has been a major contributor to other guides. Prior to entering the public sector, she had a successful career within the Department of Defense for over 26 years, and was a leading expert on several key teams. She worked for the U.S. Air Force, Navy and Army, and has supported numerous programs in financial and cost management, specializing in earned value management and integrated management. Eleanor was the EVM focal point at Aeronautical Systems Center and responsible for policy development, guidance, training, and direction for the application of EVM on all Air Force programs at the center. Eleanor served as Executive Vice President and President of the PMI College of Performance Management, and now serves as Past President on the current governing board.

**Professional Certifications:** Level III DAWIA certification in Budget, Cost Estimating and Financial Management; Professional Designation in Cost Analysis and Price Analysis  
**Education:** Bachelor degree, Capital University, Columbus OH.

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**Name:** Joe Houser

**Specialty:** Program Management, project performance measurement, OMB-300, earned value systems, risk management (design, development, implementation and training)

**Contact Information:**

Phone: 301-529-6697

E-Mail: j.r.houser@comcast.net

Mailing Address: 22222 Overview Ln, Boyds, MD 20841

**Project Management Experience:** 25 years

**Earned Value Management:** 25 years

**Teaching Experience:** 20 years

**Career Highlights:** Mr. Houser has over 35 years experience of program and financial management experience in both the commercial and the government sectors. He is currently Senior Management Consultant with KM Management Group. Prior to KM Management Group, Joe was a Deputy Program Manager with both SAIC and Lockheed Martin. Mr. Houser's experience includes corporate level responsibilities for earned value management for IBM and Lockheed Martin and led several program performance process improvement initiatives. Joe has served as Risk Manager for several large scale programs. Joe's experience with IBM and Lockheed Martin includes assignments developing and implementing schedule, cost, risk, and earned value management systems on large scale complex programs.

Mr. Houser is a founding member and past Chairman of the Board and President of the Performance Management Association (now PMI-CPM). He is a past member of the National Security Industrial Association (NSIA) procurement committee; served as a NSIA industry advisor to the Department of Defense Performance Measurement Joint Executive Group (PMJEG); and is past Chairman of the NSIA Subcommittee on Performance Management. He organized and led a joint DoD/Industry TQM study on the DoD cost/schedule management process. The eighteen-month study had 17 of the 18 recommendations implemented by the Department of Defense. The Honorable Donald J. Yockey, Under Secretary of Defense (A), referred to the study as a "model for future government/industry relations." He has published several papers and is a speaker and lecturer on cost/schedule control and management.

**Professional Certifications:** Lockheed Martin Qualified Program Management, IBM Process Re-Engineering Consultant

**Education:** B.S. in Business Administration, University of Maryland.

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**Name:** David T. Hulett

**Specialty:** Risk Management

**Contact Information:**

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E-Mail: info@projectrisk.com

Mailing Address: 12233 Shetland Lane, Los Angeles, CA 90049

**Project Management Experience:** 25+ years

**Earned Value Management:** 25+ years

**Teaching Experience:** 25+ years (taught Economics at Harvard)

**Career Highlights:** David Hulett consults in project risk analysis and management through his firm, Hulett & Associates, LLC of Los Angeles. His clients have included companies in many

commercial industries and aerospace and defense, as well as US Government agencies. Dr. Hulett chaired the Project Management Institute Risk Management SIG committee that revised Chapter 11 of the Guide To the PMBOK® 2000. He is a member of the core committee to revise the guide for 2003. Dr. Hulett served as a Director for Region II in the first year of the RM SIG's existence and currently serves as Director of Technology Development. Dr. Hulett has presented papers on cost and schedule risk analysis to many professional societies including PMI (European Project Management conferences in Jerusalem (2000) and London (2001) and chapters in Orange County, Los Angeles, San Diego, Los Alamos and New Jersey chapters), INCOSE and AACE. He presents annually at the conference of the Integrated Project Management College (IPM) of PMI. He has presented papers on project risk analysis at the Primavera Users Conference, Palisade User Conference and the INCOSE-RMSIG joint risk management conference. He has recently published papers in the *Project Management Journal* and *PM Network* on project risk analysis. Dr. Hulett presented the annual risk management seminar in the PMP examination preparation course for the PMI / Orange County CA Chapter for 6 years. He has held strategic planning positions at TOSCO and TRW. In the Federal government, Dr. Hulett managed offices in the Federal Energy Agency, Department of Energy and the Office of Management and Budget. He taught economics as an Instructor at Harvard University. His Ph.D. is from Stanford and B.A. from Princeton.

**Professional Certifications:** N/A

**Education:** B.A. Economics: Princeton University, Ph.D. Economics: Princeton University.

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**Name:** Gary C. Humphreys

**Specialty:** Project performance measurement, earned value systems design, development, implementation and training

**Contact Information:**

Phone: 714-685-1730

E-Mail: Ghconsult@aol.com

Mailing Address: 3111 N. Tustin Ave., Suite 120, Orange, CA 92865

**Project Management Experience:** 30+ years

**Earned Value Management:** 30+ years

**Teaching Experience:** 30+ years

**Career Highlights:** Gary C. Humphreys is the president and executive officer of Humphreys & Associates, Inc. As a consultant, Mr. Humphreys has provided technical support in all phases of project management to clients in the United States and other countries. He is a graduate of the University of California at Berkeley (USA), with a master's degree in business administration from the University of Southern California (USA). He has served as chairman of the National Defense Industrial Association (NDIA) Management Systems Subcommittee, and president and chairman of the board of the Performance Management Association, which has now become the Project Management Institute's College of Performance Management. In 1998 he was a recipient of the United States Department of Defense's highest acquisition award, the David Packard Excellence in Acquisition Award.

**Professional Certifications:** Recipient of the David Packard Excellence in Acquisition Award

**Education:** B.S. Business Administration: University of California Berkeley, M.B.A. Business Administration: University of Southern California.

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**Name:** Val Jonas

**Specialty:** Risk management

**Contact Information:**

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E-Mail: val.jonas@riskdecisions.com

Mailing Address:

**Project Management Experience:** 15 years

**Earned Value Management:** 5 years

**Teaching Experience:** Company Risk Management training courses and Senior Managers Masterclasses

**Career Highlights:** Val Jonas is CEO of Risk Decisions, having run the company since 1998. She is a well-known and respected risk management specialist. She regularly advises clients and speaks at conferences on process, cultural and technical issues facing organizations implementing project, business and corporate risk management. She is a member of the Best Practice Review Group for the UK Office of Government Commerce's M\_o\_R guidance on risk management. She is a member of the PMI® College of Performance Management Global Advisory Committee. She is on the Risk–EV working group, sponsored by the Association for Project Management (APM) EV Sig. In collaboration with the US National Defense Industry Association; the group is currently working to deliver a practical guide for interfacing Risk and Earned Value Management. Val has presented the groups' work at APM and PMI® conferences in London, Washington DC, Florida and Houston. Val has played a major part in the design and development of the Predict! risk management toolset, working closely with key customers in the defense, aerospace, IT and energy sectors in the UK and overseas. Recently, she developed the Company's Risk Management Masterclass; delivering these at executive board and senior management levels within large defense organizations, in industry and government. Risk Decisions has successfully helped customers achieve senior management buy-in to the 'whole' risk management ethos. She is also a non-executive director of SOLL Leisure Ltd, a fast growing leisure company in Oxfordshire UK.

**Professional Certifications:**

**Education:** Joint honors BA in Mathematics and Computing from Oxford University.

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**Name:** Milton H. Jones

**Specialty:** Utilities; Oil, Gas & Petrochemical; IT; education

**Contact Information:**

Phone:

Email address: mjones@pmcctech.com

Mailing Address: PMCC, Inc., P.O. Box 689, Slidell, LA 70459

**Project Management Experience:** 40 years

**Earned Value Management:** 5 years

**Teaching Experience:** N/A

**Career Highlights:** Twenty-years in the U.S. Navy submarine service, eighteen years project management for Mobil Oil in Asia and South/Central America , two years with TransCoastal Marine Services managing offshore fabrication.

**Professional Certifications:** PMP

**Education:** B.S., Engineering, B.S., Electronics Engineering, Master's in Business

Administration, and Master's in Administration, specialized in Information Systems Technology.

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**Name:** Jack Kersbergen

**Specialty:** Earned Value Management.

**Contact Information:**

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E-Mail: jack.j.kersbergen@ue-corp.com

Mailing Address: Utility Engineering Corporation, 1515 /Arapahoe St,  
Tower 1 Ste 800, Denver, Colorado 80202

**Project Management Experience:** 20 years

**Earned Value Management:** 18 years

**Teaching Experience:** 12 years

**Career Highlights:** Significant Expertise in Earned Value Management (EVM) in both government and commercial environments. Former VP/Director of Administration for the Raytheon US Antarctic Program, Jack currently holds a management position with Utility Engineering Corporation in Denver, Colo. responsible for Project Services and Project Controls on large electric power generation projects. He gained his extensive background in Project Management, Contracts, Procurement, and Earned Value with employment at Ball Aerospace Systems, Hughes Aircraft Information Technology, and Raytheon. As an independent consultant for Project Management and Earned Value, his clients included TRW, Chrysler, Price Waterhouse, and the US Navy NAVAIR F-14 Upgrade Program. Jack is a past two term President of the MicroFrame Software National Users Group, two term Past President of the Denver Chapter of Performance Management Association (now PMI-CPM), and was on the Board of Directors for the National Security Industrial Association Management Systems Subcommittee, and has presented several past papers on Earned Value Management Systems at national conferences. He teaches and lectures on Project Management and Earned Value Management Systems at the University of Colorado. He is also on the Education Committee for the PMI Denver Chapter and is a Denver Chapter trainer for the PMI® PMP® Exam preparation classes.

**Professional Certifications:** Certified Project Management Professional PMP®

**Education:** B.S. in Business Administration: Regis University, Denver CO, Associate Electrical Engineering, DeVry University.

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**Name:** Keith A. Kratzert

**Specialty:** Earned Value Management Processes

**Contact Information:**

Phone: 202-493-4953

E-Mail: keith.kratzert@faa.gov

Mailing Address: N/A

**Project Management Experience:** 20 + years

**Earned Value Management:** 20 + years

**Teaching Experience:** 3 years

**Career Highlights:** Mr. Kratzert is the focal point for Earned Value Management (EVM) and measurement in the Federal Aviation Administration Office of Communications, Navigation, and Surveillance Systems. He is responsible for introducing EVM concepts and processes to acquisition projects, providing EVM training, and supporting FAA efforts for project measurement. Specific efforts include planning for and conduct of Integrated Baseline Reviews (IBR), preparing and presenting EVM training, coordinating external training course content to ensure a consistent EVM approach, implementing EVM within the context of the FAA IPT organization, and review and analysis of program performance measurement information. Before joining the FAA, he provided support to Navy and DoD acquisition programs for ten years. Prior to that he completed a 21-year career in the United States Air Force where he held numerous acquisition and test and evaluation positions in the Strategic Air Command and Air

Force Systems Command. He is a member of the Project Management Institute's College of Performance Management.

**Professional Certifications:** N/A.

**Education:** B.S. in Mechanical Engineering: Ohio University, M.S. Public Administration: Troy State University.

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**Name:** Gerald J. Land

**Specialty:** Project management, business management, and instructional design

**Contact Information:**

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E-Mail: gerry.land@dau.mil

Mailing Address: 6463 Waterfield Road, Alexandria, VA 22315

**Project Management Experience:** 15 years

**Earned Value Management:** 2 years

**Teaching Experience:** 15 years

**Career Highlights:** Mr. Land is a professor of financial management at the Defense Acquisition University (formerly the Defense Systems Management College), with headquarters at Fort Belvoir, Virginia. In this capacity, he is responsible for teaching and developing various courses in the business, cost estimating and financial management career field. Mr. Land served in the U.S. Army for 26 years before retiring with the rank of Colonel. His military assignments were in a wide variety of career fields including intelligence, communications, personnel, resource management and acquisition management. Key duty assignments included commanding two intelligence units; comptroller of an intelligence organization and of a medical research institute; senior intelligence officer (ACS, G-2) of a command in Vietnam; chief of four resource management-related divisions (at Headquarters, Department of the Army and Army Materiel Command); military professor of acquisition management at the Defense Systems Management College (DSMC); and staff officer at various headquarters levels to include three assignments on the Army Staff.

**Professional Certifications:** Army Acquisition Corps -Certified Level III Program Manager, and Certified Public Accountant.

**Education:** B.B.A. in Financial Accounting: Midwestern University, M.B.A. (Contract Management and General Business): Florida Institute of Technology, M.S.A. (Managerial Accounting) George Washington University, Defense Program Management Course: Defense Systems Management College, National Security Management (non-resident): Industrial College of the Armed Forces, and Executive Development Course: University of Houston. Professional military training includes: Intelligence Research Officer Course, Military Intelligence Officer Advanced Course, and Basic Signal Corps Officer Course.

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**Name:** James E. Lightfoot

**Specialty:** Project Quality Management

**Contact Information:**

Phone: 202-264-5532

E-Mail: jlightfoot@northropgrumman.com

Mailing Address: 2305 Knotweed Court, Waldorf, MD 20603

**Project Management Experience:** 20 + years

**Earned Value Management:** 0 years

**Teaching Experience:** 7 ½ (full time)

**Career Highlights:** Dr. Lightfoot is currently employed by Northrop Grumman Information Technology (TASC) as a Senior Geospatial Analyst. Mr. Lightfoot holds the rating of Master Navigator in the Air Force Reserves and has held many leadership positions while in that capacity. Early in his career, he was an Assistant Professor of Geography at the University of Central Arkansas. Later, Dr. Lightfoot became a National Security Fellow, National Security Program, at the Kennedy School of Government at Harvard University. He has held many senior level positions with companies like: Logicon, Logicon Geodynamics, and Northrop Grumman.

**Professional Certifications:** PMI's Project Management Professional (PMP).

**Education:** B.S. in Geography and History, Bradley University, M.S. Geography, University of California-Riverside, Ph.D. Geography, University of California-Los Angeles, National Security Fellow, Kennedy School of Government, Harvard University.

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**Name:** Robert Loop

**Specialty:** Earned-Value Management, Planning

**Contact Information:**

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E-Mail: [\\_ROBERT.C.LOOP@LMCO.COM](mailto:_ROBERT.C.LOOP@LMCO.COM)

Mailing Address: N/A

**Project Management Experience:** 22 Years

**Earned Value Management:** 22 Years

**Teaching Experience:** 16 Years

**Career Highlights:** Robert Loop is the Senior Manager of Central Program Controls for Lockheed Martin Integrated Systems & Global Solutions. He has responsibility for EVM, Planning, Tools, and related certifications. He has extensive implementation and practical experience with EVM. He is currently the Chairman of the National Defense Industrial Association Program Management Systems Committee (NDIA-PMSC). He led/facilitated the team that developed the NDIA PMSC Surveillance Guide.

**Professional Certifications:** Certified Public Accountant (Colorado)

**Education:** BBA Business Administration, MS Accounting

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**Name:** Walter Majerowicz

**Specialty:** Project Scheduling and Earned Value Management

**Contact Information:**

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Mailing Address: Computer Sciences Corporation, Code 490, NASA Goddard Space Flight Center, Greenbelt, MD 20771

**Project Management Experience:** 20 years

**Earned Value Management:** 12 years

**Teaching Experience:** 12 years

**Career Highlights:** Mr. Majerowicz is the Deputy Program Manager for the Computer Sciences Corporation's Program Analysis and Control (PAAC) II subcontract at NASA's Goddard Space Flight Center, where he is also an Integrated Program Team Leader for task orders providing scheduling, configuration & data management, project support and Management Information Systems services to NASA programs and projects. Mr. Majerowicz also serves as a subject matter expert in project scheduling and earned value management. Previous responsibilities included PAAC Team Leader for the Structure and Evolution of the Universe (SEU) Program.

Mr. Majerowicz was also the Planning & Schedule Manager on the Tropical Rainfall Measuring Mission (TRMM), a major in-house NASA project, and the Polar Operational Environmental Satellites (POES) Program, a major out-of-house effort. Prior to joining CSC, Mr. Majerowicz held numerous positions in program planning and control at The Boeing Company and the Martin Marietta Corporation. Mr. Majerowicz is co-chair of the annual NASA Project Management Challenge conference. He is also a faculty member for the NASA's Academy of Program/Project & Engineering Leadership in the fields of project scheduling and earned value management. Mr. Majerowicz holds an M.B.A. from the University of Baltimore and a Certificate in Technology Management from the California Institute of Technology (Caltech). He is a certified Project Management Professional (PMP) with the Project Management Institute (PMI) and is also a member of PMI's College of Scheduling (COS) and College of Performance Management (CPM) where he is a member of the training faculty. Mr. Majerowicz has been a lecturer and keynote speaker at NASA, PMI-CPM, PMI-COS, IQPC and SCEA conferences, classes and forums. Award honors include the NASA Public Service Medal, the CSC Science and Information Services Business Area Excellence Award in Program/Project Management, and the NASA Goddard Outstanding Mentor Award.

**Professional Certifications:** Project Management Professional (PMP®)

**Education:** A.A. Business & Public Administration: Anne Arundel Community College, B.S. in Business Administration: Salisbury State University, M.B.A. (Business): University of Baltimore.

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**Name:** Fred Manzer

**Specialty:** instructor of project management including Earned Value, Risk, Technical Performance, and Planning.

**Contact Information:**

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Mailing Address: 2325 Dulles Corner Blvd., Suite 670, Herndon, VA 20171-3418

**Project Management Experience:** 24 years

**Earned Value Management:** 20 years

**Teaching Experience:** 13 years

**Career Highlights:** A dynamic and skilled trainer requested by customers for their training events. Mr. Manzer combines practical experience with his extensive knowledge of theory to address customer learning needs in their environment and using their terminology. As a government employee and commercial consultant he provided training and project management support for major US defense contractors and US Government agencies acquiring major systems. As a nationally recognized expert in project planning and earned value Mr. Manzer frequently speaks on these subjects at conferences and professional symposia. His systems engineering approach to project management facilitates acceptance by the engineering community and promotes successful implementation of recommended practices.

**Professional Certifications:** Project Management Institute's PMP

**Education:** B.S. in Managerial Accounting: University of Maine, M.S. in Management: University of Arkansas.

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**Name:** David L. Muzio

**Specialty:** Procurement Policy, Earned Value Management Systems

**Contact Information:**

Phone:

E-Mail:

Mailing Address:

**Project Management Experience:** 37 years

**Earned Value Management:** N/A

**Teaching Experience:** N/A

**Career Highlights:** David L. Muzio is Procurement Policy Analyst (ret.), Office of Federal Procurement Policy, in the Office of Management and Budget. His responsibilities include: developing the requirements for the use of Earned Value Management Systems (EVMS) for major acquisitions, reviewing and scoring business cases for capital assets submitted with the agencies annual budget requests, and providing assistance and training to agencies and OMB Resource Management Offices to improve project management on specific projects. Additional responsibilities include developing the policy for the use of the Share-in-Savings method of procuring Information Technology projects, assisting with policy on management and use of Government Aircraft in civilian agencies, value engineering, and A&E and construction contracting. Mr. Muzio has thirty seven years of Federal acquisition experience at Air Force, NASA, Resolution Trust Corporation and OMB, covering all aspects of the process including installation purchasing, major systems acquisition and headquarters staff positions. Mr. Muzio is member of the National Contract Management Association, Washington Chapter and NCMA Fellow, and member of the Project Management Institute, Washington Chapter and the College of Performance Management. Mr. Muzio is the author of OMB Circular A-11, Part 7, *Planning, Budgeting, Acquisition and Management of Capital Assets*, OMB's *Capital Programming Guide*, Office of Federal Procurement Policy's, *Best Practices for Using Current and Past Performance*.

**Professional Certifications:**

**Education:** B.S., Business Administration, University of California, Berkeley; M.B.A., Auburn University; Graduate, Air Force Education With Industry Program, at The Boeing Company.

**Name:** Glen Phillips

**Specialty:** Earned Value Management

**Contact Information:**

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Mailing Address: DAU, 9820 Belvoir Road, Fort Belvoir, VA 22060-5565

**Project Management Experience:** 17 years

**Earned Value Management:** 5 years

**Teaching Experience:** 2 years

**Career Highlights:** Lt Col Phillips is a Professor of Earned Value Management at the Defense Acquisition University (formerly the Defense Systems Management College), with headquarters at Fort Belvoir, Virginia. In this capacity, he is responsible for teaching and developing various courses in the business, cost estimating, financial management, and program management career field. Lt Col Phillips is a member of the professional acquisition corps and has served in a variety of project and program management duties at Eglin AFB, FL and Wright-Patterson AFB, OH. In addition to his program management duties, Lt Col Phillips has also served as an aircraft maintenance office in a tactical fighter wing, a resource manager at major command headquarters, and as a program element monitor for Air Force test ranges and test infrastructure at the Air Force headquarters in the Pentagon. He has been on the faculty at the

Defense Acquisition University since July 2000 where he teaches Earned Value Management from the fundamentals level through the senior management level. Lt Col Phillips is currently the course manager for the Fundamentals of Earned Value Management Course that is a one month distance learning course.

**Professional Certifications:** Air Force Acquisition Corps

**Education:** B.S. Management: Troy State University, M.B.A. (Business): Troy State University. PMC 92-2, DAU (Defense Systems Management College).

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**Name:** Parviz F. Rad

**Specialty:** Project Management and Work Breakdown Structure Development

**Contact Information:**

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Mailing Address: Project Management Program, Stevens Institute of Technology, Castle Point on Hudson, Hoboken, NJ 07030

**Project Management Experience:** 30 years

**Earned Value Management:** 20 years

**Teaching Experience:** 20 years

**Career Highlights:** Dr. Rad is currently employed by the Stevens Institute of Technology as a Distinguished Service Professor. As the Director of the Project Management Program, he is responsible for developing and fostering initiatives for enhancement of the existing curriculum and delivers core project management courses. Dr. Rad has extensive academic, government, and private sector experience in the field of project management. He has over fifty publications in the areas of engineering, construction, project planning, and project management. His employers have included: MIT, U.S. Department of the Interior, Clemson University, Charles T. Main Corporation, Merck & Company, Inc., Western Michigan University, University of Idaho, and The George Washington University.

**Professional Certifications:** Registered Professional Civil Engineer (South Carolina), PMI's Certified Project Management Professional (PMP), and is a Certified Cost Engineer (AACE).

**Education:** B.S. Civil Engineering: Tehran University, M.S. in Civil Engineering: Ohio State University, Ph.D. Civil Engineering: Massachusetts Institute of Technology.

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**Name:** Robert D. Reuter

**Specialty:** Project management, cost estimating, logistics management, program analysis and training

**Contact Information:**

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E-Mail: rreuter@mcri.com

Mailing Address: N/A

**Project Management Experience:** 25+ years

**Earned Value Management:** 20 + years

**Teaching Experience:** 15 years

**Career Highlights:** Mr. Reuter is currently employed by MCR Federal, Inc., of Mclean, Va. He serves as a program manager and senior earned value management analyst. Mr. Reuter has over 25 years of successful experience in project management, cost estimating, weapon system acquisition, logistics management, program analysis and training course development and presentation. Held a variety of management and staff positions within the Department of Defense acquisition process. Sixteen years of experience relate to the implementation,

analysis, reporting and oversight of EVMS applications, of which five years are directly related to the integration with enterprise business management systems. He also has over three years experience in the development of acquisition and life cycle cost estimates for weapons and IT systems. Currently serving as the Project Manager for the implementation of an earned value management system (EVMS) effort for AT&T Government Solutions, Inc.

**Professional Certifications:** Army Acquisition Corps- Certified at Level III in program management

**Education:** B.S. Mechanical Engineering: SME, M.S. Business Management: University of Wyoming, Graduate PMC-85-2: Defense Systems Management College, Graduate-U.S. Army Command and General Staff College, Graduate-National Security Management: National Defense University.

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**Name:** L. Sue Robinson

**Specialty:** Earned Value Management

**Contact Information:**

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E-Mail: SRobinson@aimcorp.biz

Mailing Address: 3600 Westminster Blvd, Seal Beach, CA 90740  
(Applied Integrated Management, Irvine, CA)

**Project Management Experience:** 35+ years

**Earned Value Management:** 30+

**Teaching Experience:** 25+

**Career Highlights:** Sue Robinson has over 35 years of Scheduling and Financial Management experience. During that time she has been involved in the program planning functions of scheduling and budgeting, as well as the design and operation of automated business management systems. Responsibilities included schedule development, validation, schedule/cost integration, baseline change control and customer reporting. She has also conducted Joint Surveillance Reviews and teaches Integrated Schedule and EVMS.

**Professional Certifications:**

**Education:**

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**Name:** Donald M. Scelzo

**Specialty:** Scheduling

**Contact Information:**

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Email address: donald.m.scelzo@boeing.com

Mailing Address: The Boeing Company, 100 N. Riverside, MC 5003-2730, Chicago, IL  
60606-1596

**Project Management Experience:** 40 years

**Earned Value Management:** 10 years

**Teaching Experience:** Taught scheduling classes at Boeing Integrated Defense Systems-Long Beach, including Fundamentals, Risk Analysis, Networking and Critical Path Analysis.

**Career Highlights:** 23 years with Boeing, including 14 years with Rockwell International-North American Aircraft, supporting the B-1B, X-31 and C-17 programs in the areas of Production Operations, Logistics, and Program Planning and Control. 8 years with the U.S. Postal Service as Industrial Engineer and Automation Planning Coordinator for the Northeast Region. 12 years with General Motors as Industrial Engineer supporting assembly operations.

**Certification:** Certificate in Applications Programming; University of California-Los Angeles.

**Education:** M.B.A., Fordham University, Finance/Marketing. M.S., New York University, Industrial Engineering. B.I.E., Kettering University.

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**Name:** Deborah C. Schumann

**Specialty:** Earned Value Management and Integrated Program Management

**Contact Information:**

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Mailing Address: 4603 Colewood Circle, Huntsville, AL 35802

**Project Management Experience:** 15 years

**Earned Value Management:** 19 years

**Teaching Experience:** 5 years

**Career Highlights:** Ms. Schumann is a Professor of Acquisition Management at the Defense Acquisition University South Region where she teaches acquisition and program management courses required for Defense Acquisition Workforce certification. She currently provides instruction in the basic and intermediate systems acquisition management courses and the program management tools course as well as consulting/targeted training for Defense Acquisition Workforce clients on earned value management. Ms. Schumann has over 25 years experience in the areas of financial accounting and project management. She has held positions at the U. S. Army Aviation and Missile Command, the U.S. Army Space and Missile Defense Command, and with the U.S. Army PEO Air and Missile Defense. Assignments have included staff and project office positions. Ms. Schumann has been involved with integrated cost/schedule performance management providing advice, training, workshops, and implementation assistance to the Command/PEO staff and Program/Project/Product offices in all aspects of Integrated Program Management. In addition, she has served as a team member and team lead for Earned Value Management System validation reviews, Integrated Baseline Reviews and provided oversight and analysis of contract cost/schedule and financial performance on major acquisition programs.

**Professional Certifications:** Army Acquisition Corps- Certified at Level III in Program Management, and Business, Cost Estimating and Financial Management

**Education:** B.S.B.A Accounting-'76 and M.S. Administrative Science '82.

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**Name:** John E. Singley

**Specialty:** Program/ Project Management, Earned Value Management, Earned Value/Project Management Guidance and Training

**Contact Information:**

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E-Mail: john.e.singley@usace.army.mil

Mailing Address: US Army Corps of Engineers, Institute for Water Resources, 7701  
Telegraph Road, Alexandria VA 22315-3868

**Project Management Experience:** Over 25

**Earned Value Management:** 20 years

**Teaching Experience:** 10 years

**Career Highlights:** Dr. Singley has over 25 years of research and project management experience in industry and government. For the past 10 years, John has lead research and development efforts within the Corps of Engineers to advance the practice of program and project management. He has been instrumental in developing guidance and training for the application of project management to the development, operation, and maintenance of civil and

military projects. Dr. Singley is currently leading an effort to implement earned value performance management within the Corps of Engineers and is conducting a pilot project to demonstrate its feasibility. In addition to his doctoral degree in Sociology, John has earned a Master's Certificate in project management and has been certified by the Project Management Institute as a Project Management Professional. As Vice President for Professional Development in the PMI College of Performance Management, John was responsible for advancing the earned value body of knowledge through research, standards, education, and certification programs supported by College and community volunteers.

**Professional Certifications:** PMP®, and Master's Certificate in project management

**Education:** Ph.D. in Sociology

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**Name:** William P. Smart

**Specialty:** Program Management, Acquisition Management, Earned Value Management

**Contract Information;**

W (256) 955-2291 (DSN 645)

Email: bill.smart@mda.mil

**Project Management Experience:** Over 30 years

**Earned Value Management Experience:** Over 30 years

**Teaching Experience:** Over 25 years

**Career Highlights:** Mr. Smart is the Director of Program Management for the Missile Defense Agency's Terminal High Altitude Area Defense (THAAD) Project Office, serving as the senior manager and principal advisor to the Project Manager for all programmatic, acquisition and contracting functions for this \$12 billion dollar acquisition program. His professional career spans 32 years encompassing assignments with Army project offices, commodity commands and Program Executive Office (PEO) staff organizations; to include the U.S. Army Aviation and Missile Command (AMCOM), Huntsville, AL, the Aviation and Troop Support Command (ATCOM), St Louis, MO; the Project Manager for Training Devices (STRICOM), Orlando, FL, the Sentry Project Office, U.S. Army Space and Missile Defense Command; the Joint Theater Missile Defense Program Office, and the Army Program Executive Office (PEO), Air, Space and Missile Defense. He has project and staff experience in budget and financial management, acquisition, source selection, manpower, program planning and oversight, acquisition program documentation/reporting and earned value management (EVM) for both major and non-major programs. As an EVM Review Team Chief, he defined the process and led the first Integrated Baseline Reviews (IBRs) for two ACAT 1D programs; which became the benchmark for DOD IBR policy, for which he was named a recipient of the David Packard Excellence in Acquisition Award given to the Integrated Program Management Initiative Joint Team in 1998.

**Professional Certifications:** Mr. Smart is a 1995 graduate of the Project Management Certification Program, University of Alabama-Huntsville, and a member of the Army Acquisition Corps with Level III certifications in Project Management and the Business, Cost Estimating, & Financial Management career areas. Inducted into the Military Order of Saint Barbara in 1998, his professional affiliations include being a founding member and Past President/Chapter Officer of the Project Management Institute (PMI), Huntsville, AL Chapter.

**Education:** Mr. Smart has a B.S.B.A. (Finance) from the University of Central Florida and a Masters in Management from the Florida Institute of Technology.

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**Name:** J. Greg Smith

**Specialty:** Program Control, Earned Value Management, Earned Value/Project Management Instruction

**Contact Information:**

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**Project Management Experience:** Over 20 years

**Earned Value Management:** 17 years

**Teaching Experience:** 12 years

**Career Highlights:** Mr. Smith has over 20 years experience in the Business Management and Program Control fields. His involvement as a Program Control Manager and Analyst, Review Team Chief, and Earned Value Focal Point has given him a detailed insight into project management, performance measurement and project controls. As a Program Control Manager for Northrop Grumman he manages a workforce responsible for the Cost and Schedule associated with a multi-billion dollar division. His NASA and Humphreys & Associates Earned Value systems experience includes direct involvement with industry and government efforts in the implementation and operation of management systems throughout the United States. He was also the Program Control lead with NASA on various major programs, including the International Space Station and Space Shuttle. He currently lives in Utah with his wife and daughter.

**Professional Certifications:** N/A

**Education:** B.S. Nebraska Wesleyan University, M.S. Industrial/Organizational Psychology, Texas A&M University, M.B.A. University of Houston

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**Name:** Randall K. Smith

**Specialty:** Earned Value Management

**Contact Information:**

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**Project Management Experience:** 22 years

**Earned Value Management:** 20 years

**Teaching Experience:** 13 years

**Career Highlights:** Mr. Smith is a Professor of Financial Management at the Defense Acquisition University (formerly the Defense Systems Management College), where he has been teaching performance management and program control techniques since 1989. While his current focus is teaching the Advanced Program Management Course and providing consulting services, he has previously been the Director of the Contract Performance Measurement Course, and Department Chairman. Mr. Smith has also been a presenter at the annual International Performance Management Conference, has prepared several articles for publication, and is a Certified Management Accountant. Mr. Smith has also received formal training in consulting skills with the internationally known KPMG Peat Marwick, as well as at DAU. In addition to teaching, he has provided consulting services throughout the Federal Government, with recent clients including the Army (PM-OCSW, PM-Small Arms, PM-US MEADS), the Navy (PEO(A), PMS401 Photonics Mast, LPD-17), the Marine Corps (PM Joint Lightweight Howitzer), the Federal Aviation Administration (HQ Acquisition Directorate), and NOAA (NPOESS). These and related assignments have provided continued experiences in

program management and production processes at a wide range of US and NATO contractors and government field activities.

**Professional Certifications:** Certified Management Accountant

**Education:** B.S. General Engineering: U.S. Military Academy, M.B.A. in (Business): Boston University.

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**Name:** Paul Solomon

**Specialty:** Earned Value Management Systems

**Contact Information:**

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Mailing Address: Northrop Grumman, One Hornet Way, Dept. TD21/W8, El Segundo, CA 90245

**Project Management Experience:** N/A

**Earned Value Management:** N/A

**Teaching Experience:** N/A

**Career Highlights:** Paul Solomon manages Earned Value Management Systems (EVMS) in the Northrop Grumman Corporation, Integrated Systems sector. He was on the team that wrote the EVMS standard and received the DoD David Packard Excellence in Acquisition Award. He was a Visiting Scientist at the Software Engineering Institute where he wrote "Using CMMI to Improve EVM." He is co-authoring the book, "Performance-Based Earned Value<sup>®</sup>" to be published by the IEEE Computer Society/Wiley & Sons. Paul holds BA and MBA degrees from Dartmouth College and is a Project Management Professional.

**Professional Certifications:** Project Management Professional.

**Education:** BA and MBA degrees from Dartmouth College.

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**Name:** Harry Sparrow

**Specialty:** Project performance measurement, earned value systems design, development, implementation and training.

**Contact Information:**

Phone: 707-967-0420

E-Mail: hsparrow@pmassoc.com

Mailing Address: 829 Chiles Avenue, St. Helena, CA 94574

**Project Management Experience:** 30+ years

**Earned Value Management:** 30+ years

**Teaching Experience:** 30+ years

**Career Highlights:** Mr. Sparrow has over 30 years of experience in the field of program/project management. For 25 years, he has served as a management consultant to both private industry and government clients. Prior to joining PMA, Inc., Harry was the President of Decision Planning Corporation where he was responsible for the overall operations of the Corporation. He is a recognized authority for managing projects and successfully melding management requirements with the realities and constraints of the project environment. Harry has assisted over 100 clients with the evaluation, design, and implementation of project management systems. This includes clients such as Lucent Technologies, Northrop-Grumman, Westinghouse, Honeywell, Pinkerton Systems Integration, Boeing, Xerox, Rockwell, Eaton, MacDonald Dettwiler, Illinois Power, Ericsson, Lawrence Livermore National Laboratory, Bio-Rad Laboratories and MK-Ferguson. He has led numerous seminars addressing performance management systems and has served as guest lecturer for organizations as PMI, AFIT, NCMA,

PMA and AACE. . Mr. Sparrow was the president of the Performance Management Association, now the Project Management Institute's (PMI) College of Performance Management.

**Professional Certifications:** Recipient of the David Packard Excellence in Acquisition Award

**Education:** B.S. Engineering Physics, South Dakota State: M.S. Industrial Administration, Purdue University

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**Name:** David M. Treacy

**Specialty:** Project Management and Work Breakdown Structures

**Contact Information:**

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Washington, DC 20585

**Project Management Experience:** 30 years

**Earned Value Management:** 20 years

Teaching Experience: 5 years

**Career Highlights:** Mr. Treacy has extensive experience in complex, research, development and acquisition projects. In his previous position he was a project manager within the Department of Energy (DOE), for large science facilities at Stanford Linear Accelerator Center and the Lawrence Livermore National Laboratory. Prior to DOE, David was with the Air Forces Space Systems Division in various acquisition positions including, Systems Engineering, Planning, Programming and Budgeting, Test and Evaluation, and Program Management. Between assignments in the Air Force, he worked for the NASA Space Shuttle Program and the National Reconnaissance Office as a project manager. He is a certified acquisition professional in the DOD Acquisition Corp and a member of the Project Management Institute. Mr. Treacy is currently assigned to the DOE Department policies and regulations for project management as well as developing the Department policies and regulations for project management as well as developing the Department's Earned Value Management System program.

**Professional Certifications:** Air Force Acquisition Corps

**Education:** B.S. Business Administration- '73

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**Name:** Doug Tyler

**Specialty:** Program Management, Scheduling, and Earned Value Systems

**Contact Information:**

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Mailing Address: 106 Oddo Lane, Huntsville, Al 35802

**Project Management Experience:** 35 years

**Earned Value Management:** 30 years

Teaching Experience: 33 years

**Career Highlights:** Mr. Tyler has over thirty years of experience and education in program/project management, program control, Earned Value Management Systems (EVMS), financial management, cost management and estimating, management systems analysis, contract management, and budget. Participated in, or was in charge of, over eighty major reviews of NASA, DoD and DoE programs involving program management and/or EVMS. Developed, consulted and taught program management including performance measurement, work breakdown structures, scheduling, cost analysis and analysis of financial reports and use

of EVMS data (planning, budgeting, accounting, and contract revisions). Served as a consultant with Defense Acquisition Research Programs Agency (DARPA), Ballistic Missile Defense Office (BMDO) and Missile Defense Agency (MDA). He has supported: Air Force, Navy, Marine and Army program for DoD. Guest-lectured and consulted with many groups, both foreign and domestic, in support of DoE, DoD, NASA, and Industry on program management, Scheduling, EVMS, and analysis. Certified Master instructor for DoD, former part-time professor at the University of Alabama in Huntsville (UAH) teaching the Program Management Institute (PMI) Certification Program and former Associate Professor at the Defense Systems Management College (DSMC), now called Defense Acquisition University (DAU). Mr. Tyler is also a former member of the Board of Directors for Performance Management Association (now called CPM), National Vice President and member of Executive Committee for PMA.

**Professional Certifications:** N/A

**Education:** Central Michigan University, Masters of Science, Industrial Management, 1977, Webster University, 21 hours towards second masters, International Finance, 1982, Our Lady of the Lake University, Bachelors of Science, Accounting/Economics, August 1971

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**Name:** Dennis W. White

**Specialty:** Project and Earned Value Management

**Contact Information:**

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**Project Management Experience:** 25+ years

**Earned Value Management:** 22 years

**Teaching Experience:** 15 years

**Career Highlights:** Mr. White is the Practice Area Manager for Performance Management with Robbins-Gioia, LLC. He is deeply involved with performance management training development and delivery. Mr. White has been a frequent speaker for PMI, College of Performance Management and has always been active in policy formulation and development, first from the Government perspective then through the National Defense Industrial Association (NDIA). During prior assignments he supervised consulting customer support for the development, implementation, and ultimate certification of Earned Value Management (EVM) Systems. Mr. White has served as primary advisor on all project management issues related to EVM in both the consulting role for various organizations and as a department manager with Rockwell International. As an Acquisition Program Management Officer, in the U.S. Air Force, he held several positions in acquisition management. Mr. White specialized in Contractor Performance Measurement, and during the last part of his career was responsible for leading reviews of contractors' management control systems. He also spent two years as an instructor at the Air Force Systems Command's Systems Acquisition School.

**Professional Certifications:** PMP

**Education:** B.S. Management Science/Mathematics, San Diego State University, and M.B.A. (Information Systems Management), California State University-SB

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**Name:** Diane P. Williams

**Specialty:** Project Management, Earned Value Management, and Scheduling

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Old Madison Pike Blvd, Huntsville, AL 35806

**Project Management Experience:** Over 20 years

**Earned Value Management:** 16 years

**Teaching Experience:** 4 years

**Career Highlights:** Diane Williams is a Professor of Acquisition Management at the Defense Acquisition University (DAU) in Huntsville, AL. She has over 20 years of experience in all aspects of Program Management. Diane teaches the DAU Program Management course (PMT352), Intermediate Systems Acquisition (ACQ201), and Contractor Business Strategies (BCF205), as well as Earned Value and Risk Management classes. She also provides consulting and tailored training efforts for the Defense Acquisition Workforce on various acquisition topics, such as Acquisition Strategy development, funding issues, and Milestone Decision planning. Prior to joining DAU, Diane was an Operations Research Analyst with the Army, working on Acquisition Category ID programs including Anti-Satellite, Extended Air Defense Testbed, Aviation Electronic Systems, THAAD Missile System, and for the PEO Air, Space, and Missile Defense staff. Her last assignment in the Army was the THAAD Deputy Director of Program Management, a \$4B program managed by the Missile Defense Agency. Her responsibilities included earned value management analysis, contract actions, program schedule integrator, and Risk Working Group Lead. Diane is also a Certified Public Accountant (CPA) formerly with Price Waterhouse and South Central Bell. Diane is a member of the Defense Acquisition Corps, Army Competitive Development Group, and the American Society of Military Comptrollers. She was named "DAU Faculty of the Year" in 2003. She has two wonderful daughters, Katie and Bonnie, and is a member of the Valley United Methodist Church in Huntsville, AL.

**Professional Certifications:** Certified Public Accountant (CPA). DAWIA (Defense Acquisition Workforce Improvement Act) Certifications: Level III in Program Management (PM), Business Cost Estimating and Financial Mgt (BCEFM), and Systems, Planning, Research & Development Engineering (SPRDE). Level II in Auditing and Level I in Contracting.

**Education:** Masters degree in Financial Accounting from the University of Alabama, and Bachelor of Science degree with triple majors in Mathematics, Accounting, and Business Administration from Birmingham-Southern College.

**Name:** Marcus J. Williams

**Specialty:** Scheduling and Financial Management

**Contact Information:**

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Mailing Address: The Boeing Company, Everett, Washington

**Project Management Experience:** 20+ years

**Earned Value Experience:**

**Teaching Experience:**

**Career Highlights:** Marcus Williams has over 23 years of Scheduling and Financial Management experience with The Boeing Company. During that time he has been involved in the integrated scheduling and the program planning and budgeting functions, as well as in the development of planning and scheduling processes. He is currently a Senior Manager, Boeing Commercial Aircraft, Program Planning

and Control (PP&C) responsible for Integrated Planning, Integrated Scheduling and Earned Value Management on the 787 Program in Everett, WA. He has membership on various Boeing teams striving for common processes and systems through The Boeing Company. Prior to his present position he was Manager, Integrated Defense Systems Home Office, Integrated Scheduling Skills Development, St. Louis, MO, which encompasses the creation, update and deployment of integrated scheduling training and the advancement and coordination of scheduling skills development across IDS and prior to this he was Manager of Integrated Scheduling for the IDS St. Louis Site's Aerospace Support organization which included the areas of Spares, Repairs and Retrofit and for Flight and Maintenance Training Operations. During his tenure in Aerospace Support he developed and assisted in the development of the Integrated Proposal Schedules for the Boeing, Joint Strike Fighter (JSF) Program, the C-130 Avionics Modernization Program (AMP), the E-3 Flight Crew Trainer (FCT) and the C-130 Aircrew Training System (ATS). He also was Scheduling Team Leader for the McDonnell Douglas/Northrop/British Aerospace/General Electric JSF Team and led the development of its Integrated Proposal Schedule.

**Professional Certifications:**

**Education:** Bachelor's Degree in Aviation Management from Embry-Riddle Aeronautical University, Daytona Beach, Florida, and MBA Degree from the Olin School of Business at Washington University in St. Louis, MO.

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**Name:** Susan Wood

**Specialty:** Requirements definition, source selection, integrated baseline reviews, Earned Value execution and analyses

**Contact Information:**

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**Project Management Experience:** Over 27

**Earned Value Management:** 21 years

**Teaching Experience:** 18 years

**Career Highlights:** Susan Wood is the PMI-CPM Vice President for Conference and Events. She is the North American PMI-CPM liaison to the Asia Pacific 2006 Symposium. Susan is also the Program Manager for the 23<sup>rd</sup> Annual PMI-CPM International Conference to be held in Clearwater Beach, Florida. Mrs. Wood has also served as Program Manager for the 15-18<sup>th</sup> International Integrated Program Management Conference co-sponsored by PMI-CPM, National Defense Industrial Association, and the Society of Cost Estimating and Analysis (US) and Co-Chair of the 1-3<sup>rd</sup> PMI-CPM EVM Japan Conferences. Mrs. Wood is also a senior partner at Earned Value Associates, LLC and owns Wood Consulting, specializing in all aspects of EVM. Susan retired in 2004 as the EVM Focal Point for the Air Armament Center (AAC) at Eglin Air Force Base, Florida, responsible for EVM policy, guidance and implementation support across all AAC programs. As a member of the Air Force (AF) Earned Value (EV) Integrated Product Team, Susan contributed to AF EV policy and implementation guidance. She has led and served on contractor and government EVM System Review teams and has developed and provided EVM training to government and contractor personnel for the past 18 years. Susan has over 27 year's government acquisition experience.

**Professional Certifications:** Extensive professional education

**Education:** BS in Accounting from Troy State University

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**Name:** Jim Wrisley

**Specialty:** Project management, earned value management, and scheduling

**Contact Information:**

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**Project Management Experience:** 27 years

**Earned Value Management:** 27 years

**Teaching Experience:** 27 years

**Career Highlights:** Mr. Wrisley has over 27 years of experience in project management. He has conducted independent assessments of project management systems for over 100 projects resulting in recommendations on how to strengthen the disciplines associated with baseline establishment, performance measurement, and baseline control. He has managed client engagements for the design, implementation and training of management processes in a wide variety of environments including telecommunications infrastructure, aerospace and defense, environmental restoration, energy research, and commercial projects. Many of these projects involved owner imposed process, system and reporting requirements, while others were driven by internal management's desire to integrate sound project management principles into their enterprise-wide management model. His depth and breadth of experience in the EVMS and predecessor requirements, has made him a much sought after facilitator for the advancement of integrated project management processes. Mr. Wrisley is an active member of the ADPA/NDIA Procurement Committee's Management Systems Subcommittee, the Performance Management Association, and the Project Management Institute.

**Professional Certifications:**

**Education:** B.A. Economics: Colgate University, M.B.A. (Candidate) Business: University of Minnesota.

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