The 2015 Project Management Symposium, presented by the GW Division of IT’s Project and Portfolio Management Office, is a one-day event created for the exchanging and sharing of knowledge of project management practices in higher education.

**OPENING KEYNOTE**

**Relationship expectations between the Project Management Office and IT Executive Management**

- **David Steinour**
  Chief Information Officer
  The George Washington University

- **Dave Swartz**
  Vice President and Chief Information Officer
  American University

- **Marilyn Smith**
  Vice President of Information Technology
  Chief Information Officer
  George Mason University

- **Judd Nicholson**
  Interim Vice President
  Chief Information Officer
  Georgetown University

**CLOSING KEYNOTE**

**Project Management and Leadership**

- **Denis Cioffi**
  Senior Advisor to the Dean
  The George Washington University
  School of Business

**IT.GWU.EDU/PROJECT-MANAGEMENT-SYMPOSIUM**
Project Management Symposium

The George Washington University, Cloyd Heck Marvin Center, Continental Ballroom (3rd Floor)
800 21st Street, NW, Washington, DC 20052

Agenda

8:00 a.m. Registration/Check-In and Continental Breakfast

8:30 a.m. Welcome and Opening Remarks

  *Brian Ensor, Assistant Vice President, Planning and Strategic Initiatives, Division of Information Technology, The George Washington University*

8:45 a.m. Opening Keynote Panel: Relationship Expectations between a PMO and IT Executive Management

  **Moderator:**

  *Edward Martin, Deputy Chief Information Officer, Division of Information Technology, The George Washington University*

  **Panelists:**

  *Dave Steinour, Chief Information Officer, Division of Information Technology, The George Washington University*

  *Dave Swartz, Vice President and Chief Information Officer, American University*

  *Marilyn Smith, Vice President of Information Technology and Chief Information Officer, George Mason University*

  *Judd Nicholson, Interim Chief Information Officer, Georgetown University*

9:30 a.m. Break*

9:45 a.m. Session 1: Dimensions and Codes of Good Project Governance

  *Dr. Sam Ghosh, Director, Marriott International and Adjunct Faculty Member*

  *Dr. Young Hoon Kwak, Faculty Member*

  *The George Washington University*

10:30 a.m. Session 2: From Project to Portfolio Management – Lessons Learned

  *Robert Nakles, Executive Director, Strategy, Portfolio and Process Management*

  *Derek Kan, Sr. IT Project Manager, Strategy, Portfolio and Process Management*

  *John Prette, IT Project Manager, Strategy, Portfolio and Process Management*

  *Ann Gerwitz, IT Process Coordinator, Strategy, Portfolio and Process Management*

  *George Mason University*

11:15 a.m. Break*

11:30 a.m. Session 3: Best Practices and Lessons Learned from Implementing an Enterprise PPM Solution

  *Aaron Crane, Client Services Director*

  *TeamDynamix*

  *Greg Wilson, Associate Director, IT Service Delivery, Division of Information Technology*

  *The George Washington University*
12:15 p.m.  Lunch (Provided) – Room 309

1:45 p.m.  Session 4: Influencing IT Culture Change through Service and Project Portfolio Management
            Jill Dougherty, Director of Project Management
            Lauren P. Adams, Director, Technology Support Services
            Saint Joseph’s University

2:30 p.m.  Break*

2:45 p.m.  Session 5: Waterfall, Agile and Everything in Between: A Round Table Discussion Exploring the Utilization of Agile and Waterfall in Higher Education
            Adam Donaldson, Executive Director, Business Management and Financial Systems
            Cheryle Horner, Project Manager, Division of Information Technology
            Mike Wolf, Director, Business Intelligence Services, Division of Information Technology
            Nadya Rose, Supervisor, Systems Integration, Division of Information Technology
            Ruby Roy, Supervisor, Applications Development, Division of Information Technology
            The George Washington University

3:45 p.m.  Break*

4:00 p.m.  Closing Keynote Introduction
            Jelena Roljevic, Assistant Vice President, Business Intelligence Services, Division of Information Technology
            The George Washington University

4:05 p.m.  Closing Keynote: Project Management and Leadership
            Dr. Denis F. Cioffi, Ph.D., Senior Advisor to the Dean of the Business School
            The George Washington University

4:50 p.m.  Closing Remarks
            Jelena Roljevic, Assistant Vice President, Business Intelligence Services, Division of Information Technology
            The George Washington University

5:30 p.m.  Happy Hour sponsored by TeamDynamix Inc.
            Time: 5:30 PM - 7:30 PM
            Location: Tonic Restaurant - DC (http://tonicrestaurantdc.com/)
            iPad Mini Raffle will take place during happy hour!

*Rooms 307 and 308 will be available all day in the event you need to make a phone call, check email, etc.
Presentation Abstracts

Dimensions and Codes of Good Project Governance
During the past decade corporate governance and project management has received ample attention. Lately the principles of governance have been applied to other management disciplines, especially project management. We will examine codes of good governance and how codes of good governance can attempt to improve the project governance overall, especially when other relationships with multiples stakeholders or actors are concerned. A set of code of good project governance was developed as a set of best practices. This evolution of the concept of project governance resulted in various uses and applications of the term, causing confusion among academicians and practitioners in various industries. Finally, we will introduce a framework for good project governance.

From Project to Portfolio Management – Lessons Learning
What happens when an organization that has been focused on managing projects is asked to shift gears and develop a Project Portfolio Management structure? This is no ordinary, after-the-fact, pat-on-the-back lessons learned session. At George Mason University, we are changing things up and presenting an up-to-the-minute "Lessons Learning" session as we make the transition from a long-standing Project Management focused office to a Project Portfolio and Project Management Office. Join us to learn about how, under our new leadership, we have developed our first project portfolio listing, initiated an interim governance structure consisting of leaders outside our IT organization, developed request evaluation criteria, and begun to gain control over an inventory of projects that has expanded from 25 to over 100 active projects in the past 18 months. Through real examples, see what has worked, where we have struggled, who has provided guidance, and how we plan on developing and keeping the momentum we have built.

Best Practices and lessons learned from implementing an Enterprise PPM Solution
This session will cover GWU's journey to implement a SaaS Enterprise PPM solution. GWU staff will take a deep dive into some of their lessons learned as well as the transition strategy they deployed to move off of their current installed solution. TeamDynamix will share common best practices and approaches to increase the chances of success during and after implementing a new PPM solution.

Influencing IT Culture Change through Service and Project Portfolio Management
The Saint Joseph's University Information Technology Division is implementing a new Information Technology Service Management (ITSM) and Project Portfolio Management (PPM) platform that aims to enhance and unify the stakeholder experience. The implementation not only focuses on the technical and procedural aspects of ITSM and PPM, but also on the professional skills, alignment, and teamwork within the organization. This session will highlight the collaborative approach for the initiative that seeks to promote a culture which values creativity, cooperation, a passion for learning and a commitment to excellence.

Agile and Waterfall in Higher Education
This panel discussion will explore the usage of both the Agile and traditional Waterfall delivery methodologies within higher education. The panel discussion will focus on The George Washington University Web Services and Business Intelligence teams of the Division of Information Technology and the Finance Division Systems Analytics & Insights Group. Participants will initially give a high-level overview of how both methodologies are employed at The George Washington University today, including examples of both successes and struggles.
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If you are attending the conference from an organization external to GW, there are 3 options for connecting to GW Wireless Networks:

GWconnect

Option 1

Accounts on the GW guest network, GWconnect, have been created for all external attendees. Use the following to login to GWconnect:

Username: Your email address
Password: pmsymposium2015

Option 2

If you are unable to login using the username/password combination mentioned above, you have the ability to self-register yourself for a temporary account by selecting to connect to the GWconnect network. Upon being redirected to a login screen, click on the ‘Click Here’ link underneath the login box. Fill in the registration form and click “Register” and your account information will be emailed or texted to you. Please continue to log in using the credentials sent to you.

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If you are joining us from an institution that is a member of eduRoam, you are able to connect by selecting the eduRoam network and entering your full university email address and password.

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Opening Keynote Address

*Relationship expectation between a Project Management Office and IT Executive Management*

**David Steinour, Chief Information Officer, the George Washington University**

David Steinour is an accomplished IT professional with more than 29 years of IT experience in a variety of positions and organizations. He has experience in ERP development, enterprise-level infrastructure systems, data center management, mainframe and client-server development, strategic planning, network infrastructure, project management and business re-engineering.

Mr. Steinour's past positions include chief information officer at Furman University, vice provost of information technology and other senior positions at Gettysburg College, director of networking and information services at Mount Saint Mary's University and various IT positions at Westinghouse Electric, Inc.

In his current position as chief information officer for the George Washington University, he is responsible for implementing a range of strategic technology initiatives and for building a shared vision for the university's IT future. In addition, Mr. Steinour leads his staff in developing solutions to the daily IT challenges facing a top-tier university with more than 25,000 users, three major campuses, more than 120 buildings and two major data centers.

Mr. Steinour manages by mentoring and motivating employees, envisioning innovative solutions to business challenges and effectively managing and executing IT strategies. He has received a number of IT awards, including Washington SmartCEO's SmartCXO Award, *Computerworld*'s Premier 100 IT Leaders award and CIO.com's CIO 100 Award, and he is a member of a number of user groups and councils in addition to serving on the EDUCAUSE Regional Planning Committee.

Additionally, Mr. Steinour authored "Strategies for Maximizing Impact," a chapter from within the book *Inside the Minds*. He holds a B.S. from Mount Saint Mary's University and an M.B.A. from the University of Maryland University College.
Dave Swartz, Vice President and Chief Information Officer, American University

Dave Swartz is American University’s vice president and chief information officer. Dr. Swartz has a long history of supporting university and health care computing and networking.

Before coming to American University in 2007 he was the CIO at George Washington University for eight years. He was also the director of information systems and network services at West Virginia University, and he led academic computing at the University of Oklahoma. He has worked as a consultant on ERP systems and telemedicine networks for groups such as Columbia Health System, Saint Francis Health System, the states of North Dakota and South Dakota, the Indian Health Service, the Veterans Administration, and the U.S. Military.

He holds BS, MS, and PhD degrees from the University of Maryland College Park with a focus in natural resource and environmental economics. He is active in the EDUCAUSE professional association where he has served as chair of the Higher Education Information Security Council and is a faculty member of the Leadership Institute. He has published 33 peer reviewed articles, two chapters, and one book.

Marilyn Smith, Vice President of Information Technology and Chief Information Officer, George Mason University

Marilyn Smith was named Vice President of Information Technology and Chief Information Officer of George Mason University in 2013. As the Chief Information Officer of MIT from 2009-13, Ms. Smith led the central IT department, overseeing a budget of $60 million and a staff of 300.

In a highly distributed environment she developed strong partnerships with faculty, staff and students, and led the department in its transformation to a customer, results and people focused culture. From 2006-09 Ms. Smith was President of the Life Companies at The Hanover Insurance Group in Worcester, MA. She directed the sale and transition of The Hanover's life insurance companies to Goldman Sachs. These complex and successful programs required creativity in retaining customers and in energizing, motivating, developing and retaining employees. Prior to that role she served as COO of Life Operations, responsible for transaction processing, call centers, and financial and operational reporting for Hanover's life business, with a budget of $30 million and staff of 350.

Ms. Smith started her tenure at The Hanover Insurance Group (formerly Allmerica Financial) in 2000 directing all new information technology development for the corporation as Vice President of Project Delivery. After graduating from Wellesley College with a major in Astronomy, Ms. Smith spent 25 years at John Hancock in information systems management, including key positions in Retail Insurance and Investment Management. Subsequently she spent 4 years at Liberty Mutual as Vice President and CIO of Personal Market Information Systems.

Ms. Smith is a Director on the Board of CSP, Inc., a provider of IT solutions, systems integration services and dense cluster computing systems. She is a member of the Audit, Compensation and Nominating Committees. Ms. Smith serves on the Babson College Graduate Advisory Board and the Northeastern College of Professional Studies Advisory Board.
She is a member of the Bryant University Technology Leadership Council. She has served as Chair of the Wellesley College Alumnae Achievement Awards Committee, was Co-Chair of the Wellesley College Business Leadership Council, and served on the Wellesley College Alumnae Association Board. She is a member of Women Corporate Directors, WCD. She received an MBA with highest distinction from Babson College. She is a graduate of the Aspen Seminar on Leadership.

Judd Nicholson, Interim Vice President and Chief Information Officer, Georgetown University

Judd Nicholson is the Interim Chief Information Officer at Georgetown University. Mr. Nicholson’s career spans the IT and intelligence fields and includes military service. Before stepping into his current role, Mr. Nicholson served as Geotgetown's Deputy Chief Information Officer managing all day-to-day IT operations, and the implementation of a five-year technology modernization strategy for the University.

Prior to coming to Georgetown, Mr. Nicholson was the Deputy Assistant Director/Deputy CIO Information Technology Division, at the US Marshals Service, where he led a three year transformation and modernization effort across the US Marshals. Mr. Nicholson also worked as Chief of the Counter Intelligence and Human Intelligence Mission Applications Group for the Defense Intelligence Agency and served in three different roles for Counter Intelligence Field Activity. While working in Counter Intelligence Field Activity, he managed and provided oversight on all programmatic and operational issues associated with the development and deployment of the Counterintelligence Common Operational Picture (CI COP) to the Counterintelligence Enterprise. Counter intelligence common operations picture revolutionized the way counter intelligence prioritizes and analyzes where assets are allocated across the world, equipping leadership with information needed to make decisions about where US assets would be placed.

Mr. Nicholson also served in the U.S. Navy in multiple roles. He has received multiple awards throughout the course of his career including: Excellence in Government/FY12 Excellence in Innovation (Mobility) Finalist, and the Exceptional Service Department of Energy Award in 2009.

Mr. Nicholson is a graduate of Excelsior College in New York and is currently enrolled in Georgetown’s Masters of Professional Studies-Information Technology Management Program. He and his wife Elsa live in Virginia with their two children. Follow him on twitter @Judd_n.
Denis Cioffi, Senior Advisor to the Dean, the George Washington University School of Business

Denis F. Cioffi, Ph.D., who taught in the GW’s Masters in Project Management Program for nearly 15 years, now serves as Senior Advisor to the Dean of the Business School. Before coming to GW, Dr. Cioffi obtained his Ph.D. in astrophysics at the University of Colorado at Boulder and did research in Berkeley’s Astronomy Department, at the NASA Goddard Space Flight Center, and at North Carolina State University in Raleigh. He transitioned to management with positions at the National Science Foundation, NASA Headquarters, and the Office of Science and Technology Policy in the Executive Office of the President.