

## Biographical Summary

### **Frank T. Anbari**

Project Management Program  
Department of Decision Sciences  
School of Business  
The George Washington University  
Washington, DC 20052



**Frank T. Anbari** (PhD Project Management and Quality Enhancement, MBA, MS Engineering, PMP<sup>®</sup>, PE, and ASQ Certified Six Sigma Black Belt) is a faculty member and past Director of the Project Management Program at The George Washington University (GW). He taught in the graduate programs at Drexel University, Penn State University, and the University of Texas at Dallas.

Dr. Anbari conducts rigorous research, presents widely, and publishes extensively on significant, relevant topics in project management, quality enhancement, technology management, and Six Sigma method. He is co-recipient of competitive research grants from the Project Management Institute (PMI<sup>®</sup>) and IBM, and the *Outstanding Research Contribution 2008* from the International Project Management Association. Results of his research appeared in over 110 papers, book chapters, books, conference proceedings, and case studies, and are further highlighted by over 90 successful presentations at prestigious conferences. His leadership in research, excellence in teaching, contributions to development and dissemination of knowledge, and service to the profession, the University, and the community are recognized internationally.

Dr. Anbari serves as co-Editor of *Project and Program Management Abstracting Journal*, as member of the editorial boards of *Project Management Journal* (PMI<sup>®</sup>/Wiley), *International Journal of Project Management* (Elsevier), and *International Journal of Managing Projects in Business* (Emerald), and as Chair, PMI<sup>®</sup> Educational Foundation Award and Scholarship Judges Committee. He served as Vice President–Education and Certification, PMI<sup>®</sup> College of Performance Management, Chair, Project Management Academic Committee at GW, member of the editorial board of *Quality Management Journal*, and examiner (1993–1995) and alumni examiner (1999–2000) for the Malcolm Baldrige National Quality Award.

Dr. Anbari gained extensive industrial experience serving in leadership positions in engineering and information technology at the National Railroad Passenger Corporation (Amtrak), Day and Zimmermann, and American Water Works Service Company. He developed and taught seminars in project management, quality management, and Six Sigma method, for public sector and private industry organizations throughout North America and Europe.

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## Curriculum Vita

### **Frank T. Anbari**

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### **EDUCATION**

**Doctor of Philosophy**, Drexel University, Philadelphia, PA, 1993

Areas of research competence: Project Management and Quality Enhancement

Thesis Topic: Experimental Designs When There Are Hard-to-Change Factors and Easy-to-Change Factors. Supervisor: James M. Lucas, PhD (Department of Decision Sciences)

➤ Drexel Fellow, LeBow College of Business, 1989–1990

**Master of Business Administration**, Drexel University, Philadelphia, PA, 1977

Areas of Concentration: International Business and Finance

➤ Alpha Iota Delta: Honor Society in Decision Sciences (Top 10% in Graduate School)

**Master of Science in Civil Engineering**, Drexel University, PA, Pennsylvania, 1971

Areas of Concentration: Structural Engineering and Engineering Management

**Bachelor of Civil Engineering**, University of Damascus, Syria, 1967

Area of Concentration: Structural Engineering

### **CITIZENSHIP**

Citizen of the United States of America.

### **CERTIFICATIONS AND PROFESSIONAL LICENSES**

**Certified Project Management Professional (PMP® #83)**, Project Management Institute, 1986.

Re-certified: 1994, 1999, 2002, 2005, and 2008.

**Certified Six Sigma Black Belt (#80)**, American Society for Quality, 2000.

Re-certified: 2005, and 2008.

**Certified projectFRAMEWORK™ Charter Assessor**, The George Washington University, 2000.

**Certified Facilitator–Continuous Quality Improvement**, Tennessee Associates International, 1993.

**Registered Professional Engineer.**

Pennsylvania (1972), Massachusetts (1973), and California (1973).

## **ACADEMIC EXPERIENCE**

**Fall 1999–Present:** **Assistant Professor**

**July 2005–March 2006:** **Program Director**

**Spring 1999–Summer 1999:** **Associate Professorial Lecturer**

**Department of Decision Sciences, School of Business, The George Washington University (GW), Washington, DC**

Develop and teach graduate courses in the Project Management program. Conduct research and publish research findings. Supervise MS and PhD students. Participate in committee service, as assigned.

Teaching load: 4 courses per academic year.

Taught two courses in Summer 2000 and made presentations at GW Summer Institute (2006 and 2007).

Director, International Residency Program in Project Management, FGV University MBA Program, Brazil (2009).

### **Courses Taught:**

**DNESC 261:** Introduction to Program and Project Management (Graduate). I participated in developing this course and taught On Campus sections.

**DNESC 262:** Directed Computational in Project Management (Graduate). I participated in developing this course and taught On Campus sections.

**DNESC 267:** Project Planning, Scheduling, and Control (Graduate). I participated in enhancing this course and taught On Campus sections.

**DNESC 268:** Project Cost Estimating and Management (Graduate). As lead professor, I initiated and developed this course in Fall 1999 and taught it starting in Spring 2000. I teach both On Campus and Distance Education (DE) sections.

**DNESC 269:** Project Management Applications (capstone course for the M.S. in Project Management program, including Residency Week for DE students). I participated in developing this course, developed and taught its first offering as a DE section in Spring 2000. I teach both On Campus and DE sections.

**DNESC 202:** Mathematics and Statistics for Management (Graduate). Taught the Distance Education (DE) section. Also presented several sessions of the On Campus section pending assignment of an instructor to this course.

**Graduate Student Advising:**

Member of the PhD Dissertation Committee and Comprehensive Examination Committee of John Wetter of GWSB (Completed 2008).

Member of the PhD Dissertation Committee and Comprehensive Examination Committee of Rudy Watson of GWSB (Completed 2007).

Member of the DPM Thesis Evaluation Committee of Douglas Bower of the Royal Melbourne Institute of Technology (RMIT) University (Completed 2007). Dr. Bower's thesis was awarded the RMIT University Research Thesis Prize.

External Member of the PhD Dissertation Examination Committees of Robert Marshall (2007), Michael Lowenstein (2007), and Mehran Azaran (2008) of Lille Graduate School of Management (ESC Lille–GW Partner University).

External member of the PhD Dissertation Defense Committees of Mahamouda Salouhou (2007), Phillipe Ruiz (2007), and Faysal Yatim (2008) of Lille Graduate School of Management (ESC Lille–GW Partner University).

Member of the PhD Dissertation Committee of Charlie Watkins of GWSB (Completed 2005).

Advisor in the support area of project management and member of the PhD Dissertation Committee of Abdullah Bani Ali of GWSB (Completed 2004).

Member of the PhD Dissertation Committee and Comprehensive Examination Committee of Robert James Voetch of GWSB (Completed 2003).

Outside reader for the PhD Dissertation of Leslie Petty of Wilmington College (Completed 2003).

Outside reader for the PhD Dissertation of Michael Kull of GWSB (Completed 2002).

Member of the PhD Dissertation Committee of Christine Dai of GWSB (Completed 2002).

Advisor to a former MS student at Penn State University in the Summer 2002 Research Institute (Completed 2002).

**2004–Present****Adjunct Professor:****Lille Graduate School of Management (ESC Lille), France  
(GW Partner University)**

Develop and present a module on Organizational Maturity, Project Quality, and Six Sigma Method to graduate students in the Project and Program Management Program at ESC Lille and participate in selected PhD Dissertation Examination and Defense Committees, as approved by both ESC Lille and GW.

**2005–2008**

**Visiting Professor (honorary):**

**University of Technology Sydney (UTS), Sydney, Australia**

Supervise doctoral students in the Project Management Program, as approved by both UTS and GW.

**1976–1999**

**Adjunct Professor**

**Penn State University, Great Valley Campus, Malvern, PA**

Taught project management, operations research, and statistics to graduate and undergraduate students. Teach project management and Six Sigma professional development seminars.

- Recipient (1999) of the Continuing Education Director's Award for commitment to the mission, leadership and vision of Penn State University, and for advocacy for external constituencies.

**1998–1999**

**Visiting Lecturer**

**University of Texas at Dallas, Richardson, TX**

Developed and taught project management courses in the graduate program in the School of Management.

**1980–1998**

**1976 and  
1970–1971**

**Adjunct Professor**

**Drexel University, LeBow College of Business and Administration, Philadelphia, PA**

Taught decision sciences and quantitative methods courses to MBA and Executive MBA students (1980–1998).

Progressed through the ranks of Adjunct Assistant Professor, Adjunct Associate Professor, and Adjunct Professor (1980–1998).

Taught undergraduate courses in LeBow College of Business (Instructor, 1976).

Taught undergraduate courses in the College of Engineering (Graduate Teaching Assistant, 1970–1971).

**1983–1987**

**Adjunct Associate Professor**

**Philadelphia University, Philadelphia, PA**

Taught statistics, operations management, and management information systems to undergraduate students.

**RESEARCH AND PUBLICATIONS**

My research interests are focused on project management, quality management, and related areas including Six Sigma management method, project cost management, project management education, sustainability, and cross cultural issues in project management.

- Co-Recipient (2008) of *IPMA Outstanding Research Contribution 2008*. International Project Management Association (IPMA), Zurich, Switzerland.

### **A.1.1 REFEREED JOURNAL PAPERS**

22. **Anbari, F. T.**, Bredillet, C. N., and Turner, J. R. (In press, 2009). “Exploring Research in Project Management: the Nine Schools of Project Management,” *International Journal of Project Management*.
21. Kwak, Y.H. and **Anbari, F. T.** (In press, 2009). “Analyzing Project Management Research from 18 Top Management Journals of Allied Disciplines,” *International Journal of Project Management*.
20. Kwak, Y.H. and **Anbari, F. T.** (In press, 2009). “Availability-Impact Analysis of Project Management Trends: Perspectives from Allied Disciplines,” *Project Management Journal*.
19. Lipke, W., Zwikael, O., Henderson, K., and **Anbari, F. T.** (In press, 2009). “Prediction of Project Outcome: The Application of Statistical Methods to Earned Value Management and Earned Schedule Performance Indexes,” *International Journal of Project Management*.
18. Bani-Ali, A. S., Money, W. H., and **Anbari, F. T.** (Conditionally Accepted, 2008). “A Study of Information Systems Diffusion, Acceptance, and Utilization in the Project Management Field,” *International Journal of Organizational Analysis*.
17. **Anbari, F. T.** (2008). “Strategy, Value Creation, and Project Management Research,” *Mundo Project Management* [in Portuguese], vol. 4, No. 23, pp. 24–29.
16. **Anbari, F. T.**, Carayannis, E. G., and Voetsch, R. J. (2008). “Post Project Reviews as a Key Project Management Competence,” *Technovation: The International Journal of Technological Innovation, Entrepreneurship and Technology Management*, vol. 28, No. 10, pp. 633–643.
15. Bani-Ali, A. S., **Anbari, F. T.**, and Money, W. H. (2008). “Impact of Organizational and Project Factors on Acceptance and Usage of Project Management Software and Perceived Project Success,” *Project Management Journal*, vol. 39, No. 2, pp. 5–33.
14. Walker, D. H. T., **Anbari, F. T.**, Bredillet, C., Söderlund, J., Cicmil, S., and Thomas, J., (2008). “Collaborative Academic/Practitioner Research in Project Management: Examples and Applications,” *International Journal of Managing Projects in Business*, vol. 1, No. 2, pp. 168–192.
13. Walker, D. H. T., Cicmil, S., Thomas, J., **Anbari, F. T.**, and Bredillet, C. (2008). “Collaborative Academic/Practitioner Research in Project Management: Theory and Models,” *International Journal of Managing Projects in Business*, vol. 1, No. 1, pp. 17–32.
12. Kwak, Y.H., Watson, R. J., and **Anbari, F. T.** (2008). “Comprehensive Framework for Estimating the Deployment Cost of Integrated Business Transformation Projects,” *International Journal of Managing Projects in Business*, vol. 1, No. 1, pp. 131–139.

11. **Anbari, F. T.** and Lucas, J. M. (2008). “Designing and Running Super-Efficient Experiments: Optimum Blocking with One Hard-to-change Factor,” *Journal of Quality Technology*, vol. 40, No. 1, pp. 31–45.
10. Huemann, M. and **Anbari, F. T.** (2007). “Project Auditing: A Tool for Compliance, Governance, Empowerment, and Improvement,” *Journal of Academy of Business and Economics*, vol. VII, No. 2, pp. 9–17.
9. **Anbari, F. T.** and Ashurbekov, R. K. (2007). “Project Management Research, Education, and Training in Transition Economies: The Case of Uzbekistan,” *Journal of International Business and Economics*, Vol. VII, No. 2, pp. 122–130.
8. Kwak, Y.H. and **Anbari, F. T.** (2006). “Benefits, Obstacles, and Future of Six Sigma Approach,” *Technovation: The International Journal of Technological Innovation, Entrepreneurship and Technology Management*, Vol. 26, No. 5–6, pp. 708–715.
7. Voetsch, R. J., Cioffi, D. F., and **Anbari, F. T.** (2005). “Association of Reported Project Risk Management Practices and Project Success,” *Project Perspectives*, Vol. XXVII, No. 1, pp. 4–7.
6. **Anbari, F. T.**, Khilkhanova, E., Romanova, M., and Umpleby, S. (2004). “Managing Cultural Differences in International Projects,” *Journal of International Business and Economics*, Vol. II, No. 1, pp. 267–274.

After publication of this paper, we received a request to re-publish it in a reference book on “Cross-cultural communication in business scenario” to be published by the Institute of Chartered Financial Analysts of India (ICFAI).

5. Umpleby, S. A. and **Anbari, F. T.** (2004). “Strengthening the Global University System and Enhancing Project Management Education,” *Review of Business Research*, Vol. IV, No. 1, pp. 237–243.
4. **Anbari, F. T.** (2004). “Earned Value Project Management Method and Extensions,” selected and reprinted from the Project Management Journal in *IEEE Engineering Management Review*, Vol. 32, No. 3, pp. 97–110.
3. **Anbari, F. T.** (2003). “Earned Value Project Management Method and Extensions,” *Project Management Journal*, Vol. 34, No. 4, pp. 12–23.
2. **Anbari, F. T.** (1985). “A Systems Approach to Project Evaluation,” *Project Management Journal*, Vol. XVI, No. 3, pp. 21–26.
1. Fazio, A. E. and **Anbari, F. T.** (1983). “Applications of Fixed Plant Data Bases,” *Bulletin, American Railway Engineering Association*, No. 693, pp. 429–448.

### **A.1.2 REFEREED JOURNAL PAPERS – Under Review**

6. **Anbari, F. T.** (2008). “Value Creation through Effective Management of Public Sector Projects,” *International Journal of Public Sector Management*.
5. Chiang, T. C., **Anbari, F. T.**, Lin, Y. P., Shu-Hui, T., Lu, B. Y., and Lai, J. S., (2008). “Academic and Management Perspectives of the Open Educational Resources,” *Asian Pacific Education Review*.
4. **Anbari, F. T.**, Kwak, Y.H., Hoffman, E. J., and Daly, D.C. (2008). “The Value of Project Management at NASA,” *Project Management Journal*. (Invited to be revised and resubmitted).
3. Kwak, Y.H., **Anbari, F.T.**, and Wetter, John, J. (2008) “Project Management Processes and Six Sigma Methodology: Searching for Interrelationships,” *International Journal of Managing Projects in Business*. (Invited to be revised and resubmitted).
2. Seidel, A., Hümmerich, J., and **Anbari, F. T.** (2008). “An integrated project management methodology for scheduling, cost estimation, risk assessment, resource planning, and performance measurement,” *International Journal of Managing Projects in Business*. (Invited to be revised and resubmitted).
1. **Anbari, F. T.** (2007). “Virtual Project Teams: Review, Conceptual Framework, and Promising Practices,” *International Journal of Management Reviews*. (Invited to be revised and resubmitted).

### **A.1.4 REFEREED JOURNAL PAPERS – Working Papers**

8. Xue, Y., Turner, J. R., and **Anbari, F. T.** (2008). “Maximizing Results from Key Infrastructure Projects: The Case of China,” *Journal of Operations Management*.
7. Dubina, I., Umpleby, S., and **Anbari, F. T.** (2008). “Quality Improvement Priority Matrix: Agenda Setting and Improvement Monitoring in Higher Education,” *Management Science*.
6. Lu, B. Y., **Anbari, F. T.**, Tung, M. L., Wang, C., Wang, M., and Liang, L. L., (2008). “Communication in a Foreign Language with Professional Logic Thinking and Experiences,” *IEEE Transactions on Communications*.
5. **Anbari, F. T.** and Granger, M. J. (2007). “Rationale for Project Management Education in Information Technology Programs,” *Computers and Education*.
4. Voetsch, R. J., Cioffi, D. F., and **Anbari, F. T.** (2007). “Association of Project Risk Management with Project Success,” *Decision Sciences Journal*.

3. Serich, S. T., **Anbari, F. T.**, and Dai, C. X. (2007). "Modeling Project-Driven Firms with Computing Resource Constraints," *IEEE Transactions on Evolutionary Computing*.
2. **Anbari, F. T.** (2007). "Graduate Distance Education in Project Management," *Innovate*.
1. **Anbari, F. T.**, Cioffi, D. F., and Forman, E. H. (2007). "Integrating Project Performance Measures to Enable Portfolio Leadership," *International Journal of Managing Projects in Business*.

#### **A.1.5 REFEREED JOURNAL PAPERS – In Preparation**

8. **Anbari, F. T.** and Lucas, J. M. "Super-Efficient Fractional Factorial Experiments: Optimum Blocking with One Hard-to-change Factor," *Technometrics*.
7. Bani-Ali, A. S., Money, W. H., and **Anbari, F. T.** "Perceived Organizational Support of Information Technologies: Development of a Measure and Test of its Impact on Utilization and Job Performance," *Information Systems Research*.
6. **Anbari, F. T.** "Critical Waves in Management Thought: Project Management and Six Sigma," *Academy of Management Perspectives*.
5. **Anbari, F. T.** "Integrating Strategic Initiatives in Six Sigma and Project Management," *Sloan Management Review*.
4. **Anbari, F. T.** "Six Sigma Method and its Applications in Project Management," *International Journal of Project Management*.
3. **Anbari, F. T.**, Kwak, Y.H., and Wetter, J. J. "Understanding the Interrelationships between Project Management and Six Sigma Method," *Management Research News*.
2. **Anbari, F. T.** and Umpleby, S. A. "Time and Requisite Variety: A Project Management Perspective," *Cybernetics and Systems: An International Journal*.
1. **Anbari, F. T.** and Olson, L. "Progress in Distance Education in Project Management," *Academy of Management Learning & Education*.

#### **A.2.1 SCHOLARLY BOOK CHAPTERS**

8. Huemann, M., and **Anbari, F. T.** (Forthcoming, 2009). "The Role of Project Auditing and Reviewing in Corporate, Program, and Project Governance," in *Project Governance: Integrating Corporate, Program and Project Governance*, edited by Crawford, L., Bredillet, C. N., and Turner, J. R., Routledge, London.
7. Umpleby, S. A., **Anbari, F. T.**, and Müller, K. H. (2007). "Highly Innovative Research Teams: The Case of the BCL," in *An Unfinished Revolution? Heinz von Foerster and the*

*Biological Computer Laboratory 1958–1976*, Chapter 9, pp.181–202, edited by Müller, A. and Müller, K. H., Edition Echoraum, Vienna, Austria.

6. **Anbari, F. T.** and Umpleby, S. A., (2006). “Productive Research Teams and Knowledge Generation,” in *Knowledge Creation, Diffusion and Use in Innovation Networks and Clusters: A Comparative Systems Approach Across the U.S., Europe and Asia*, Chapter 2, pp. 26–39, edited by Carayannis, E. G., and Campbell, D. F. J., Praeger, Westport, CT.
5. **Anbari, F. T.** (2005). “Innovation, Project Management, and Six Sigma Method,” *Current Topics in Management*, Vol. 10, pp. 101–116, edited by Rahim, M. A., and Golembiewski, R. T., Transaction Publishers, New Brunswick, NJ.
4. Carayannis, E. G., Voetsch, R. J., and **Anbari, F. T.** (2005). “Stakeholder Mapping and the Execution of Successful Projects: Embedding and Institutionalizing Learning as a Key Project Management Competence,” in *The Story of Managing Projects: A Global, Cross-Disciplinary Collection of Perspectives*, pp. 31–49, edited by Carayannis, E. G., Kwak, Y. H., and **Anbari, F. T.**, Praeger Westport, CT.
3. **Anbari, F. T.** (2005). “Railway Project Management: Framework and Examples,” in *The Story of Managing Projects: A Global, Cross-Disciplinary Collection of Perspectives*, pp. 239–249, edited by Carayannis, E. G., Kwak, Y.H., and **Anbari, F. T.**, Praeger, Westport, CT.
2. **Anbari, F. T.** (2004). “Effective Project-Management Information Systems,” in *Field Guide to Project Management*, Second Edition, pp. 448–466, edited by Cleland, D. I., Wiley, Hoboken, NJ.
1. **Anbari, F. T.** (1987). “Train and Engine Crew Management System,” in *Computers in Railway Operations*, edited by K. T. S. Murthy, Korber, and B. Mellitt, Springer-Verlag.

### **A.2.2 SCHOLARLY BOOKS**

8. J. R. Turner, **Anbari, F. T.**, and Bredillet, C. N., and Huemann, M. (Forthcoming, 2009). *Perspectives on Projects*. Routledge, New York.
7. **Anbari, F. T.**, Contributing Author and Editor (Forthcoming, 2009). *Q&As For the PMBOK® Guide–Fourth Edition*. Project Management Institute, Newtown Square, PA.
6. Kwak, Y. H. and **Anbari, F. T.** (2008). *Impact on Project Management of Allied Disciplines: Trends and Future of Project Management Practices and Research*, Project Management Institute, Newtown Square, PA.
5. **Anbari, F. T.**, Contributing Author and Editor (2005). *Q&As For the PMBOK® Guide–Third Edition*, Project Management Institute, Newtown Square, PA.

4. Carayannis, E. G., Kwak, Y. H., and **Anbari, F. T.**, Editors (2005). *The Story of Managing Projects: A Global, Cross-Disciplinary Collection of Perspectives*, Praeger, Westport, CT.
3. **Anbari, F. T.** (2003). *Quantitative Methods for Project Management*, Second Edition. International Institute for Learning, New York.
2. **Anbari, F. T.**, Contributing Author and Editor (2003). *Q&As For the PMBOK® Guide–2000 Edition*. Project Management Institute, Newtown Square, PA.
1. **Anbari, F. T.** (1997). *Quantitative Methods for Project Management*, International Institute for Learning, New York.

### **A.2.3 BOOKS – In Preparation**

3. **Anbari, F. T.** (2009). *Gower Advances in Project Management Series: Six Sigma and Project Management*. Gower, London.
2. Pitagorski, G. and **Anbari, F. T.** *Project Cost and Benefit Analysis*. International Institute for Learning Publishing, New York.
1. **Anbari, F. T.** *Quantitative Tools for Project, Program, and Portfolio Management*. International Institute for Learning Publishing, New York.

### **A.3 PEDAGOGICAL MATERIAL: Case Studies**

Compiled and edited case studies in project management, based on research work by GW graduating graduate students in the PM program. Instructors can use these case studies as guidebooks for coursework design and content.

10. **Anbari, F. T.**, Campbell, B., Gantsho, M., Moorehead, P., Ramirez, M. P., Roach, J., and Stoddard, J. (In press, 2009). *Salt Lake Winter Olympics 2002 Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.
9. **Anbari, F. T.**, Dwiharto, S., Givpoor, K., Nandyala, C., Perez G., E. C. (2007). *The Raul Leoni (Guri) Dam, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.
8. Serich, S., Bale, G., Kwasny, M. K., Patneau, S., and Stack, J. (2006). *Miller Park Stadium Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.
7. **Anbari, F. T.**, Critten, D., Deneny, T., Goculdas, K., Pottruff, K., and Ruiz, J. (2006). *The Mars Pathfinder Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.

6. **Anbari, F. T.**, Anderson, J., Brewster, D., Brito, L. B., Counterman, D., and Jones, E. (2005). *Superconducting Super-Collider Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.
5. Kwak, Y.H., Doherty, J., Mambelli, A., Mourad, A., and Speranzo, J. (2005). *The Springfield Interchange Improvement Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.
4. Cioffi, D. F., Gokhale, A., Grant, J., Logan, E., MacLeod, R., and Payne, S. (2005). *Using the Geographic Positioning System in the World Trade Center Cleanup Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.
3. Kwak, Y.H., Chernyaeva, O., Spector, T., and Wu, A. H. (2005). *The Glasgow Science Centre Tower Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.
2. **Anbari, F. T.**, Dutton, A., Holt, E., King, L., Wilson, L., and Zacharko, M. (2005). *Project Phoenix: Rebuilding an American Landmark, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.
1. **Anbari, F. T.**, Giammalvo, P., Jaffe, P., Letavec, C., and Merchant, R. (2005). *The Chunnel Project, Case Studies in Project Management. Case Study with Teaching Note.* (**Anbari, F. T.**, Editor). Project Management Institute, Newtown Square, PA.

## **B. EDITORIAL SERVICE TO SCHOLARLY JOURNALS**

Co-Editor (2007–Present), *Project and Program Management Abstracting Journal*, Social Sciences Research Network (SSRN) / Management Research Network.

Associate Editor (2004–2007), *Journal of Informatics Education Research*.

International Editorial Board (2007–Present) and Panel of Referees (2003–2007), *International Journal of Project Management* (Elsevier).

Editorial Advisory Board (2005–Present) and Editorial Review Board (2000–2004), *Project Management Journal* (PMI®/Wiley).

Editorial Review Board (2007–Present), *International Journal of Managing Projects in Business* (Emerald).

Editorial Review Board (1993–1998), *Quality Management Journal*.

International Editorial Advisor (2008–Present), *PM World Today*.

International Editorial Advisory Board (2005–Present), *Russian Project Management Journal*.

Panel of Referees (2008–Present), *Management Research News*.

Panel of Referees (2005–Present), *Journal of the Operational Research Society*.

Panel of Referees (2005–2006), *International Journal of Organizational Analysis*.

Panel of Referees (2005–2006), *Journal of the Chinese Institute of Industrial Engineers – Special Issue on Project Management in Manufacturing*.

Reviewer (2004–Present), *European Academy of Management (EURAM) Conference – Project Management Track*.

Editor (2005–2007), *Professional Education Training Program Proceedings*, Integrated Program Management Conference, Alexandria, VA.

### **C.1 REFEREED CONFERENCE PAPERS**

29. Xue, Y., Turner, J. R., and **Anbari, F. T.** (2008). “Maximizing Results from Key Infrastructure Projects: The Case of China,” *Proceedings of IPMA 22<sup>nd</sup> World Congress on Project Management* [CD], Rome, Italy, International Project Management Association (IPMA).
28. **Anbari, F. T.**, Bredillet, C. N., and Turner, J. R. (2008). “Perspectives on Research in Project Management,” *Best Papers Proceedings, Academy of Management 2008 Meeting*.
27. Kwak, Y.H. and **Anbari, F. T.** (2008). “Project Management Research Trends of Allied Disciplines,” *Proceedings of PMI Research Conference 2008*, Warsaw, Poland, Project Management Institute.
26. **Anbari, F. T.** (2008). “Value Creation through Effective Management of Public Sector Projects,” *European Foundation for Management Development (EFMD), Proceedings of the 2008 EFMD Conference on Public Sector Management Development*, Irish Management Institute, Dublin, Ireland.
25. **Anbari, F. T.**, Cioffi, D. F., and Forman, E. H. (2007). “Integrating Performance Measures for Effective Project and Program Portfolio Leadership,” *Proceedings of the Project Management Institute (PMI®) Global Congress 2007–North America* [CD], Atlanta, GA, Project Management Institute.

24. Bredillet, C. N., Turner, J. R., and **Anbari, F. T.** (2007). "Schools of Thought in Project Management Research," *Proceedings of IPMA 21<sup>st</sup> World Congress on Project Management* [CD], Krakow, Poland, International Project Management Association (IPMA).
23. Ashurbekov, R. K. and **Anbari, F. T.** (2006). "The Current State, Problems and Perspectives of Development of Modern Project Management Education in Uzbekistan," *Proceedings of IPMA 20<sup>th</sup> World Congress on Project Management* [CD], Shanghai, China, International Project Management Association (IPMA).
22. Kwak, Y.H., Wetter, J., and **Anbari, F. T.** (2006). "Business Process Best Practices: Project Management or Six Sigma," *Proceedings of PMI Research Conference* [CD], Montreal, Canada, Project Management Institute.
21. **Anbari, F. T.** (2004). "Optimal Blocking with One Hard-to-change Factor," *Proceedings of the American Statistical Association Joint Statistical Meetings* [CD], Toronto, Ontario, Canada.
20. **Anbari, F. T.** (2004). "Applications and Extensions of Earned Value Management in Projects," *Proceedings of NORDNET 2004 International PM Conference* [CD], Helsinki, Finland.
19. Bani-Ali, A. S. and **Anbari, F. T.** (2004). "Project Management Software Acceptance and Its Impact on Project Success," *Proceedings of IRNOP VI Project Research Conference*, pp. 16–37, Turku, Finland, International Research Network on Organizing by Projects (IRNOP).
18. Voetsch, R. J., Cioffi, D. F., and **Anbari, F. T.** (2004). "Project Risk Management Practices and their Association with Reported Project Success," *Proceedings of IRNOP VI Project Research Conference*, pp. 680–697, Turku, Finland, International Research Network on Organizing by Projects (IRNOP).
17. **Anbari, F. T.** and Kwak, Y.H. (2004). "Success Factors in Managing Six Sigma Projects," *Proceedings of PMI Research Conference* [CD], London, UK, Project Management Institute.
16. **Anbari, F. T.** (2004). "A Systems Approach to Six Sigma Quality, Innovation, and Project Management," *Proceedings of the 7<sup>th</sup> International Conference on Systems Thinking, Innovation, Quality, Entrepreneurship and Environment (STIQE 2004)*, pp. 7–12, Maribor, Slovenia.
15. Umpleby, S. and **Anbari, F. T.** (2004). "High Performing Research Teams: The Case of the Biological Computer Laboratory," *Proceedings of the 7<sup>th</sup> International Conference on Systems Thinking, Innovation, Quality, Entrepreneurship and Environment (STIQE 2004)*, pp. 127–134, Maribor, Slovenia.
14. Umpleby, S. and **Anbari, F. T.** (2004). "Enhancing Project Management Education Through the Global University System," *Proceedings of IPMA 18<sup>th</sup> World Congress on Project*

*Management* [CD], Budapest, Hungary, International Project Management Association (IPMA).

13. **Anbari, F. T.**, Khilkhanova, E., Romanova, M., and Umpleby, S. (2004). “Managing Cultural Differences in Projects,” *Proceedings of IPMA 18<sup>th</sup> World Congress on Project Management* [CD], Budapest, Hungary, International Project Management Association (IPMA).
12. Umpleby, S. and **Anbari, F. T.** (2004). “Improving Global Project Management Education,” *Proceedings of the Project Management Institute (PMI®) Global Congress 2004–Europe* [CD], Prague, The Czech Republic, Project Management Institute.
11. **Anbari, F. T.**, Khilkhanova, E., Romanova, M., and Umpleby, S. (2003). “Cultural Differences in Managing International Projects,” *Proceedings of pm days '03: Projects & Emotions* [CD], Projektmanagement Group, University of Business and Economics (Wirtschafts Universität), Vienna, Austria.
10. **Anbari, F. T.** (2003). “Using the Earned Value Method to Visualize Project Performance,” *Proceedings of ProjectWorld Conference* [on-line], Chicago, IL.
9. **Anbari, F. T.** (2003). “Six Sigma, Project Management, and Strategic Management of Technology,” *Portland International Conference on Management of Engineering and Technology (PICMET '03)* [CD], Portland, Oregon.
8. **Anbari, F. T.** (2003). “An Integrated View of The Six Sigma Management Method and Project Management,” *Proceedings of IPMA 17<sup>th</sup> World Congress on Project Management* [CD], Moscow, Russia, International Project Management Association (IPMA).
7. **Anbari, F. T.** (2003). “The Earned Value Analysis Method: Extensions and Simplifications,” *Proceedings of IPMA 17<sup>th</sup> World Congress on Project Management* [CD], Moscow, Russia, International Project Management Association (IPMA).
6. **Anbari, F. T.** (2003). “Strategic Implementation of Six Sigma and Project Management,” *Proceedings of the Project Management Institute (PMI®) Global Congress 2003–Europe* [CD], The Hague, The Netherlands, Project Management Institute.
5. **Anbari, F. T.** (2002). “Six Sigma Method and its Applications in Project Management,” *Proceedings of the Project Management Institute (PMI®) Annual Symposium / Seminars* [On-line and [CD], San Antonio, Texas.
4. **Anbari, F. T.** (2001). “Applications and Extensions of the Earned Value Analysis Method,” *Proceedings of the Project Management Institute (PMI®) Annual Symposium / Seminars* [CD], Nashville, TN.

3. **Anbari, F. T.** and Lucas, J. M. (1994). "Super-Efficient Designs," *Proceedings of the American Society for Quality 48<sup>th</sup> Annual Quality Congress*, Las Vegas, Nevada, pp. 852–863.
2. Lucas, J. M., **Anbari, F. T.**, *et al.*, (1992). "Split Plotting and Randomization in Industrial Experiments," *Proceedings of the American Society for Quality Fall Technical Conference*, Philadelphia, PA. Co-recipient of the Shewell award for the best presentation and publication of papers presented at the conference.
1. **Anbari, F. T.**, Hirst, D. A., and Wolfson, H. (1985). "Data Base Management Systems: Transfer of Data from Mainframe to the Personal Computer for Performance Reporting," *Proceedings of the Symposium on Personal Computers in Railway Engineering*, American Railway Engineering Association, Dallas, TX.

## **C.2 INVITED CONFERENCE PROCEEDINGS**

37. **Anbari, F. T.** (Forthcoming, 2009). "Trends and Future of Research in Project Management," *Proceedings of happy projects '09: Projects & Change*, Projektmanagement Group, University of Business and Economics (Wirtschafts Universität), Vienna, Austria.
36. **Anbari, F. T.** (2009). "Integrating Six Sigma Methodology into Project Management to Identify Obstacles and Opportunities," *Proceedings of The 2009 Summit on Lean Six Sigma for Service and Transactional Environment*, Arlington, VA.
35. **Anbari, F. T.** (2008). "Academic Initiatives in Project Management," *Proceedings of PMI GAC 2008 Academic Forum* [online], Warsaw, Poland, Project Management Institute.
34. **Anbari, F. T.** (2008). "Project Selection: Utilizing Project Management Best Practices to Select Projects for Six Sigma Deployment," *Proceedings of the Six Sigma for IT 2008 conference*, Arlington, VA.
33. **Anbari, F. T.** (2008). "Linking Six Sigma to IT Strategy," *Proceedings of the Six Sigma for IT 2008 conference*, Arlington, VA.
32. **Anbari, F. T.**, Bredillet, C. N., and Williams, T. M. (2008). "The Modelling School," *Proceedings of the Special EDEN Doctoral Seminar: The Nine School of Project Management* [online], Graduate School of Management of Lille (ESC Lille), Lille, France.
31. **Anbari, F. T.** (2008). "The Optimization School," *Proceedings of the Special EDEN Doctoral Seminar: The Nine School of Project Management* [online], Graduate School of Management of Lille (ESC Lille), Lille, France.
30. **Anbari, F. T.** (Keynote, 2008). "Project Management Effectiveness: Understanding the Latest Mandates and Policy Guidelines and How They Affect You," *The 2008 Summit on Project Management Excellence*, Arlington, VA.

29. **Anbari, F. T.** (2008). "Applying Earned Value Management to Project Planning," *The 2008 Project Management Office Summit*, Arlington, VA
28. Lucas, J. M., **Anbari, F. T.**, Webb, D., and Goos, P. (2008). "Designing and Running Super-Efficient Experiments: Optimum Blocking for Fractional Factorials or for More than One Hard-to-Change Factor," *Quality and Productivity Research Conference*, University of Wisconsin, Madison, WI.
27. **Anbari, F. T.** (2008). "Implementing Effective Project Selection Strategies for Lean Six Sigma Belts," *The 2008 Summit on Lean Six Sigma for Service and Transactional Environments*, Arlington, VA.
26. **Anbari, F. T.** and Kwak, Y.H. (2007). "Project Management in the US Federal Government: The Case of the Federal Aviation Administration," *Third Workshop, Value of Project Management* [online], Esbjerg, Denmark.
25. **Anbari, F. T.** (2007). "Understanding the Relationship between Project Management and Six Sigma," *The 2007 National Summit on Project Excellence for Government* [CD], Arlington, VA.
24. **Anbari, F. T.** (2007). "Fully Utilizing your PMO: Implementing Key Techniques and Best-in-Class Practices to Execute a Successful Overall Project Plan," *The 2007 Project Management Office Summit* [CD], Arlington, VA.
23. **Anbari, F. T.** (2007). "Project Management for Results," *The Ninth Annual Government Performance Summit 2007* [CD], Washington, DC.
22. **Anbari, F. T.** (2006). "The ABC's of the Project Management Office: Assessing the Situation, Building the Foundation, Complying with Regulations," *The 2006 Project Management Office Summit* [online], Arlington, VA.
21. **Anbari, F. T.** (2006). "Applying the Earned Value Management Approach to Performance-based Acquisition," *The 2006 Sixth Annual Federal Acquisition Summit* [online], Arlington, VA.
20. **Anbari, F. T.** (2006). "Incorporating EVM into the Project Timeline," *Project Portfolio Management Summit 2006* [online], Arlington, VA.
19. **Anbari, F. T.** and Umpleby, S. (2005). "Time and Requisite Variety: Lessons from Project Management," *American Society for Cybernetics 2005 Conference*, Washington, DC.
18. **Anbari, F. T.** and Stefanou, H. (2005). "Project Management Maturity and OPM3," *Proceedings of the 5<sup>th</sup> International Project & Programme Management Workshop "The link between Strategy, Programme & Project Management: new hype or real*

*breakthrough? Questions, Researches, Facts.*” [online], Graduate School of Management of Lille (ESC Lille), Lille, France.

17. Stefanou, H. and **Anbari, F. T.** (2005). “Trends in the Development of Project Management Maturity in the USA,” *Proceedings of pm days '05: Project Management Maturity* [CD], Projektmanagement Group, University of Business and Economics (Wirtschafts Universität), Vienna, Austria.
16. **Anbari, F. T.**, Rad, P. F. and Levin, G. (2005). “Using Metrics as a Catalyst for Flawless Project Execution,” *Proceedings of the Project Management Institute (PMI®) North Jersey Chapter* [online], Edison, NJ.
15. **Anbari, F. T.** (2004). “Promising Practices in Governance of Six Sigma Projects,” *Proceedings of the 4<sup>th</sup> International Project & Programme Management Workshop “Project/Program Governance, a Key to Project/Program Performance?”* [CD], Graduate School of Management of Lille (ESC Lille), Lille, France.
14. **Anbari, F. T.** (2003). “Innovation, Six Sigma, and Organizational Strategy,” *Proceedings of the 2003 Professional Development Seminar of the Project Management Institute (PMI®) of South Florida “Project management excellence: Trends and best practices,”* Ft. Lauderdale, FL.
13. **Anbari, F. T.** (2003). “Project Management Workshop,” *Proceedings of the Society of American Military Engineers (S.A.M.E.) Annual Meeting of the North Atlantic Region*, New York, NY.
12. **Anbari, F. T.** (2003). “Six Sigma Project Management: New Area for PM Research and Application,” *Proceedings of the 3<sup>rd</sup> Project & Programme Management Workshop “Organisational Learning & Knowledge Management in “Projectised” Environments: What is at Stake?”* [CD], Graduate School of Management of Lille (ESC Lille), Lille, France.
11. **Anbari, F. T.** (2003). Keynote: “Innovation, Project Management, and Competitive Position of Organizations and Society,” *Proceedings of the Conference on Project Management in the 21<sup>st</sup> Century*, State University of Management, Moscow, Russia.
10. **Anbari, F. T.** (2003). “The Earned Value Analysis Technique: Simplifications and Extensions for Private and Public Sector Projects,” *Proceedings of the Third Caribbean and Latin American Conference on Project Management* [CD], Port of Spain, Trinidad.
9. **Anbari, F. T.** (2003). “Six Sigma, Project Management, and Competitive Advantage,” *Proceedings of the Third Caribbean and Latin American Conference on Project Management* [CD], Port of Spain, Trinidad.
8. **Anbari, F. T.** (2002). “The Earned Value Method: Quantifying the Traffic Lights on the Project Road,” *Proceedings of the 2002 Professional Development Seminar of the Project*

Management Institute (PMI®) of South Florida “Project management: The journey, not the destination,” Ft. Lauderdale, FL.

7. **Anbari, F. T.** (2002). “The Earned Value Analysis Method and its Extensions,” *Proceedings of the Project Management Institute (PMI®) Central Illinois Chapter Regional Conference*, Bloomington, IL.
6. **Anbari, F. T.** (2002). “Project Management for the New Millennium,” *Proceedings of the Society of American Military Engineers (S.A.M.E.) Annual Meeting of the North Atlantic Region*, Philadelphia, PA.
5. Blakiston, H. and **Anbari, F. T.** (2000). “Ten Proven Strategies for Implementing Successful Project Management Efforts,” *Proceedings of the Project Management 2000 [CD]*, Toronto, Canada.
4. **Anbari, F. T.** and Lucas, J. M. (1994). “Super-Efficient Designs When there are Hard-to-Change Factors,” *Proceedings of the Vth International Workshop on Intelligent Statistical Quality Control*, Osaka, Japan.
3. **Anbari, F. T.** (1992). “Quality Improvement in Electrified Transportation Systems,” *Proceedings of the 500 Columbus '92 Congress on Evolution and Perspective of Electrified Transportation Systems*, Genoa, Italy.
2. **Anbari, F. T.** (1991). “The Deming Approach to Quality Management,” *Proceedings of the Interstate Truckload Carriers Conference*, Nashville, TN.
1. **Anbari, F. T.** (1987). “Applications of Microcomputer Software Systems for the Management of Railway Projects - tutorial,” *Proceedings of Comprail 87 International Conference*, Frankfurt, Germany.

#### **D.1 REFEREED CONFERENCE PRESENTATIONS**

44. Xue, Y., Turner, J. R., and **Anbari, F. T.** (2008). “Maximizing Results from Key Infrastructure Projects: The Case of China,” presented by Xue, Y. at the *IPMA 22<sup>nd</sup> World Congress on Project Management*, Rome, Italy, International Project Management Association (IPMA).
43. **Anbari, F. T.** (2008). “Value Creation through Effective Management of Public Sector Projects,” presented by **Anbari, F. T.** at the *2008 European Foundation for Management Development (EFMD) Conference on Public Sector Management Development*, Irish Management Institute, Dublin, Ireland.
42. **Anbari, F. T.** and Ashurbekov, R. K. (2007). “Project Management Research, Education, and Training in Transition Economies: The Case of Uzbekistan,” presented by **Anbari, F. T.** at

the *International Association of Business and Economics Annual Conference: Research / Teaching Excellence in Business and Economics*, Las Vegas, Nevada.

41. **Anbari, F. T.** and Huemann, M. (2007). "Project Auditing: A Tool for Compliance, Governance, Empowerment, and Improvement," presented by **Anbari, F. T.** at the *International Association of Business and Economics Annual Conference: Research / Teaching Excellence in Business and Economics*, Las Vegas, Nevada.
40. **Anbari, F. T.**, Cioffi, D. F., and Forman, E. H. (2007). "Integrating Performance Measures for Effective Project and Program Portfolio Leadership," presented by **Anbari, F. T.**, Cioffi, D. F., and Forman, E. H. at the *Project Management Institute (PMI®) Global Congress 2007–North America*, Atlanta, GA, Project Management Institute.
39. Bredillet, C. N., Turner, J. R., and **Anbari, F. T.** (2007). "Schools of Thought in Project Management Research," presented by Turner, J. R. at *IPMA 21<sup>st</sup> World Congress on Project Management*, Krakow, Poland, International Project Management Association (IPMA).
38. Kwak, Y.H., Wetter, J., and **Anbari, F. T.** (2006). "Understanding the Interrelationships between Project Management and Six Sigma Method," presented by Kwak, Y.H., Wetter, J., and **Anbari, F. T.** at *PMI Research Conference*, Montreal, Canada.
37. Lucas, J. M. and **Anbari, F. T.** (2005). "Using Fractional Factorial Split-Plots: Minimum Aberration or Optimum Blocking?" presented by Lucas, J. M. at the *American Society for Quality and American Statistical Association 49th Annual Fall Technical Conference, Statistics: The Gateway to Improved Quality*, St. Louis, MO.
36. **Anbari, F. T.** and Kwak, Y.H. (2005). "Six Sigma, Programs, and Proactive Risk Management," presented by **Anbari, F. T.** and Kwak, Y.H. at *NASA PM Challenge 2005 Conference*, University of Maryland, College Park, MD.
35. **Anbari, F. T.** (2004). "Strategy Deployment through Project Management and Six Sigma," 20<sup>th</sup> *Annual Washington Consortium of Business Schools Faculty Research Forum*, Howard University, Washington, DC.
34. **Anbari, F. T.**, Khilkhanova, E., Romanova, M., and Umpleby, S. (2004). "Managing Cultural Differences in International Projects," presented by **Anbari, F. T.** at the *International Association of Business and Economics Annual Conference: Research / Teaching Excellence in Business and Economics*, Las Vegas, Nevada.
33. Umpleby, S. and **Anbari, F. T.** (2004). "Strengthening the Global University System and Enhancing Projects Management Education," presented by **Anbari, F. T.** at the *International Association of Business and Economics Annual Conference: Research / Teaching Excellence in Business and Economics*, Las Vegas, Nevada.

32. Rad, P. F. and Levin, G. (2004). "Using Metrics as a catalyst in Achieving Successful Project Performance," presented with enhancements on behalf of the authors by **Anbari, F. T.** at the *Project Management Institute (PMI®) Global Congress 2004–North America*, Anaheim, CA.
31. **Anbari, F. T.** (2004). "Applications and Extensions of Earned Value Management in Projects," presented by Jokinen, T. on behalf of the author at *NORDNET 2004 International PM Conference*, Helsinki, Finland.
30. Bani-Ali, A. S. and **Anbari, F. T.** (2004). "Project Management Software Acceptance and Its Impact on Project Success," presented by **Anbari, F. T.** at *IRNOP VI Project Research Conference*, Turku, Finland, International Research Network on Organizing by Projects (IRNOP).
29. Voetsch, R. J., Cioffi, D. F., and **Anbari, F. T.** (2004). "Project Risk Management Practices and their Association with Reported Project Success," presented by Voetsch, R. J. at *IRNOP VI Project Research Conference*, Turku, Finland, International Research Network on Organizing by Projects (IRNOP).
28. **Anbari, F. T.** (2004). "Optimal Blocking with One Hard-to-change Factor," presented at the *American Statistical Association Joint Statistical Meetings: Statistics as a Unified Discipline*, Toronto, Ontario, Canada.
27. **Anbari, F. T.** and Kwak, Y.H. (2004). "Success Factors in Managing Six Sigma Projects," presented by Kwak, Y.H. and **Anbari, F. T.** at *PMI Research Conference*, London, UK, Project Management Institute.
26. **Anbari, F. T.** (2004). "A Systems Approach to Six Sigma Quality, Innovation, and Project Management," presented at the *7<sup>th</sup> International Conference on Systems Thinking, Innovation, Quality, Entrepreneurship and Environment (STIQE 2004)*, Maribor, Slovenia.
25. Umpleby, S. and **Anbari, F. T.** (2004). "High Performing Research Teams: The Case of the Biological Computer Laboratory," presented by Umpleby, S. at the *7<sup>th</sup> International Conference on Systems Thinking, Innovation, Quality, Entrepreneurship and Environment (STIQE 2004)*, Maribor, Slovenia.
24. Umpleby, S. and **Anbari, F. T.** (2004). "Enhancing Project Management Education Through the Global University System," presented by **Anbari, F. T.** at *IPMA 18<sup>th</sup> World Congress on Project Management*, Budapest, Hungary, International Project Management Association (IPMA).
23. **Anbari, F. T.**, Khilkhanova, E., Romanova, M., and Umpleby, S. (2004). "Managing Cultural Differences in Projects," presented by **Anbari, F. T.** at *IPMA 18<sup>th</sup> World Congress on Project Management*, Budapest, Hungary, International Project Management Association (IPMA).

22. Umpleby, S. and **Anbari, F. T.** (2004). “Improving Global Project Management Education,” presented by **Anbari, F. T.** at the *Project Management Institute (PMI®) Global Congress 2004-Europe*, Prague, The Czech Republic, Project Management Institute.
21. **Anbari, F. T.** (2004). “Governance of Six Sigma Projects,” presented at the European Academy of Management (EURAM) Annual Conference, University of St Andrews, UK.
20. **Anbari, F. T.**, Khilkhanova, E., Romanova, M., and Umpleby, S. (2003). “Cultural Differences in Managing International Projects,” presented by **Anbari, F. T.** at *pm days '03: Projects & Emotions*, Projektmanagement Group, University of Business and Economics (Wirtschafts Universität), Vienna, Austria.
19. **Anbari, F. T.** (2003). “Using the Earned Value Method to Visualize Project Performance,” presented at *ProjectWorld Conference*, Chicago, IL.
18. **Anbari, F. T.** (2003). “Six Sigma, Project Management, and Strategic Management of Technology,” presented at *Portland International Conference on Management of Engineering and Technology (PICMET '03)*, Portland, Oregon.
17. **Anbari, F. T.** (2003). “Strategic Implementation of Six Sigma and Project Management - tutorial,” presented at *Portland International Conference on Management of Engineering and Technology*.
16. **Anbari, F. T.** (2003). “Earned Value Management Method - tutorial,” presented at *Portland International Conference on Management of Engineering and Technology*.
15. **Anbari, F. T.** and Romanova, M. (2003). “Six Sigma, Quality, Project Management, and Competitive Position,” presented by Romanova, M. and **Anbari, F. T.** at *EURO / INFORMS Joint International Meeting*, Istanbul, Turkey.
14. **Anbari, F. T.** (2003). “An Integrated View of The Six Sigma Management Method and Project Management,” presented at *IPMA 17<sup>th</sup> World Congress on Project Management [CD]*, Moscow, Russia, International Project Management Association (IPMA).
13. **Anbari, F. T.** (2003). “The Earned Value Analysis Method: Extensions and Simplifications,” presented at *IPMA 17<sup>th</sup> World Congress on Project Management*, Moscow, Russia, International Project Management Association (IPMA).
12. Cleland, D. I. (2003). “The Societal Contribution of Project Management,” presented with enhancements on behalf of the author by **Anbari, F. T.** at the *17<sup>th</sup> World Congress on Project Management*, Moscow, Russia, International Project Management Association.
11. **Anbari, F. T.** (2003). “Strategic Implementation of Six Sigma and Project Management,” presented at the *Project Management Institute (PMI®) Global Congress 2003-Europe*, The Hague, The Netherlands, Project Management Institute.

10. **Anbari, F. T.** (2002). “Six Sigma Method and its Applications in Project Management,” presented at the *Project Management Institute (PMI®) Annual Symposium / Seminars*, San Antonio, TX.
9. Dai, C. X., Wells, Jr., W. G., and **Anbari, F. T.** (2002). “The Role of the Project Management Office in Achieving Project Success,” presented by Wells, Jr., W. G. at the *Project Management Institute’s (PMI®) Annual Symposium / Seminars*, San Antonio, TX.
8. **Anbari, F. T.** (2001). “Applications and Extensions of the Earned Value Analysis Method,” presented at the *Project Management Institute (PMI®) Annual Symposium / Seminars*, Nashville, TN.
7. **Anbari, F. T.** and Lucas, J. M. (1994). “Super-Efficient Designs,” presented by **Anbari, F. T.** at the *American Society for Quality 48<sup>th</sup> Annual Quality Congress*, Las Vegas, Nevada.
6. **Anbari, F. T.** and Lucas, J. M. (1993). “Super-Efficient Designs When there are Hard-to-Change Factors,” presented by Lucas, J. M. and **Anbari, F. T.** at the *ASA Joint Statistical Meetings*, San Francisco, CA.
5. **Anbari, F. T.** (1992). “Quality Improvement and Project Management in the Railway Industry,” presented at *Comprail 92 International Conference*, Alexandria, VA.
4. Lucas, J. M., **Anbari, F. T.**, et al., (1992). “Split Plotting and Randomization in Industrial Experiments,” presented by Lucas, J. M. at the *American Society for Quality Fall Technical Conference*, Philadelphia, PA. Co-recipient of the Shewell award for the best presentation and publication of papers presented at the conference.
3. **Anbari, F. T.**, Hirst, D. A., and Wolfson, H. (1985). “Data Base Management Systems: Transfer of Data from Mainframe to the Personal Computer for Performance Reporting,” presented by **Anbari, F. T.** at the *Symposium on Personal Computers in Railway Engineering*, American Railway Engineering Association, Dallas, TX.
2. **Anbari, F. T.** (1983). “An Operating System for Forecasting Project Cost at Completion,” presented by **Anbari, F. T.** at the *Third International Symposium on Forecasting*, International Institute of Forecasters, Philadelphia, PA.
1. **Anbari, F. T.** (1980). “An Operating Management Control System for Large Scale Projects,” presented by **Anbari, F. T.** at the *Ninth Annual Meeting, Northeast Regional Conference*, Decision Sciences Institute, Philadelphia, PA.

## **D.2 INVITED CONFERENCE PRESENTATIONS**

51. **Anbari, F. T.** (Forthcoming, 2009). “Trends and Future of Research in Project Management,” *happy projects '09: Projects & Change*, Projektmanagement Group, University of Business and Economics (Wirtschafts Universität), Vienna, Austria.

50. **Anbari, F. T.** (2009). "Integrating Six Sigma Methodology into Project Management to Identify Obstacles and Opportunities," *The 2009 Summit on Lean Six Sigma for Service and Transactional Environment*, Arlington, VA.
49. **Anbari, F. T.** and Kwak, Y.H. (2008). "Is there a Future for Project Management in the Allied Disciplines?" *IPMA 22<sup>nd</sup> World Congress on Project Management*, Rome, Italy, International Project Management Association (IPMA).
48. **Anbari, F. T.** (2008). "Academic Initiatives in Project Management," *PMI GAC 2008 Academic Forum*, Warsaw, Poland, Project Management Institute.
47. **Anbari, F. T.** (2008). "Project Selection: Utilizing Project Management Best Practices to Select Projects for Six Sigma Deployment," *Six Sigma for IT 2008 conference*, Arlington, VA.
46. **Anbari, F. T.** (2008). "Linking Six Sigma to IT Strategy," presented by **Anbari, F. T.** at the *Six Sigma for IT 2008 conference*, Arlington, VA.
45. **Anbari, F. T.**, Bredillet, C. N., and Williams, T. M. (2008). "The Modelling School," presented by **Anbari, F. T.** and Bredillet, C. N. at the *Special EDEN Doctoral Seminar: The Nine School of Project Management*, Graduate School of Management of Lille (ESC Lille), Lille, France.
44. **Anbari, F. T.** (2008). "The Optimization School," presented by **Anbari, F. T.** at the *Special EDEN Doctoral Seminar: The Nine School of Project Management*, Graduate School of Management of Lille (ESC Lille), Lille, France.
43. **Anbari, F. T.** (Keynote, 2008). "Project Management Effectiveness: Understanding the Latest Mandates and Policy Guidelines and How They Affect You," *The 2008 Project Management Summit*, Arlington, VA.
42. **Anbari, F. T.** (2008). "Applying Earned Value Management to Project Planning," *The 2008 Project Management Office Summit*, Arlington, VA
41. Lucas, J. M., **Anbari, F. T.**, and Webb, D. (2008). "Designing and Running Super-Efficient Experiments: Optimum Blocking for Fractional Factorials or for More than One Hard-to-Change Factor," presented by Lucas, J. at the *Quality and Productivity Research Conference*, University of Wisconsin, Madison, WI.
40. **Anbari, F. T.** (2008). "Implementing Effective Project Selection Strategies for Lean Six Sigma Belts," *The 2008 Summit on Lean Six Sigma for Service and Transactional Environments*, Arlington, VA.

39. **Anbari, F. T.** (2008). “Developing and Implementing a PMO in Order to Maximize Project Efficiency,” *The 2008 Project Management Office Summit*, Arlington, VA.
38. **Anbari, F. T.**, Khilkhanova, E., Romanova, M., and Umpleby, S. (2007). “Managing Cultural Differences in International Projects,” presented by Umpleby, S. at the *International Project Management Day Conference*, University of Maryland, College Park, MD.
37. **Anbari, F. T.** and Kwak, Y.H. (2007). “Project Management in the US Federal Government: The Case of the Federal Aviation Administration,” presented by **Anbari, F. T.** at the *Third Workshop, Value of Project Management*, Esbjerg, Denmark.
36. Hannon, J. (2007). “Effective Project Planning: Getting it Right from the Start,” presented with enhancements on behalf of the author by **Anbari, F. T.** at *The 2007 National Summit on Project Excellence for Government*, Arlington, VA.
35. **Anbari, F. T.** (2007). “Understanding the Relationship between Project Management and Six Sigma,” *The 2007 National Summit on Project Excellence for Government*, Arlington, VA.
34. **Anbari, F. T.** (2007). “Fully Utilizing your PMO: Implementing Key Techniques and Best-in-Class Practices to Execute a Successful Overall Project Plan,” *The 2007 Project Management Office Summit*, Arlington, VA.
33. **Anbari, F. T.** (2007). “Project Management for Results,” *The Ninth Annual Government Performance Summit 2007*, Washington, DC.
32. **Anbari, F. T.** (2006). “The ABC’s of the Project Management Office: Assessing the Situation, Building the Foundation, Complying with Regulations,” *The 2006 Project Management Office Summit*, Arlington, VA.
31. **Anbari, F. T.** (2006). “Applying the Earned Value Management Approach to Performance-based Acquisition,” *The 2006 Sixth Annual Federal Acquisition Summit*, Arlington, VA.
30. **Anbari, F. T.** (2006). “Incorporating EVM into the Project Timeline,” *Project Portfolio Management Summit 2006*, Arlington, VA.
29. **Anbari, F. T.** and Umpleby, S. (2005). “Time and Requisite Variety: Lessons from Project Management,” *American Society for Cybernetics 2005 Conference*, Washington, DC.
28. **Anbari, F. T.** (Keynote, 2005). “Project Management Trends in Government,” *Government Specific Interest Group, Project Management Institute (PMI®) Congress–North America*, Toronto, ON, Canada.

27. **Anbari, F. T.** (2005). "Earned Value Management in Government," *The Performance Institute*, Arlington, VA.
26. **Anbari, F. T.** and Stefanou, H. (2005). "Project Management Maturity and OPM3<sup>®</sup>," *Proceedings of the 5<sup>th</sup> International Project & Programme Management Workshop "The link between Strategy, Programme & Project Management: new hype or real breakthrough? Questions, Researches, Facts."* [online], presented by **Anbari, F. T.** Graduate School of Management of Lille (ESC Lille), Lille, France.
25. Stefanou, H. and **Anbari, F. T.** (2005). "Trends in the Development of Project Management Maturity in the USA," presented by **Anbari, F. T.** at *pm days '05: Project Management Maturity*, Projektmanagement Group, University of Business and Economics (Wirtschafts Universität), Vienna, Austria.
24. **Anbari, F. T.**, Rad, P. F. and Levin, G. (2005). "Using Metrics as a Catalyst for Flawless Project Execution," presented by **Anbari, F. T.** at the *Project Management Institute (PMI<sup>®</sup>) North Jersey Chapter*, Edison, NJ.
23. **Anbari, F. T.** (2004). "How Can A Statistician Use Six Sigma as a Road to Success?" Presented at the *National Quality Month Statistics Symposium: Statistics in Industry*, American Society for Quality and Penn State University Great Valley, Malvern, PA.
22. **Anbari, F. T.** (2004). "Promising Practices in Governance of Six Sigma Projects," presented at the *4<sup>th</sup> International Project & Programme Management Workshop "Project/Program Governance, a Key to Project/Program Performance?"* Graduate School of Management of Lille (ESC Lille), Lille, France.
21. **Anbari, F. T.** (2004). "GAC Academic Accreditation On-Site Visit: An On-Site Visitor's Perspective," presented at *PMI<sup>®</sup> Global Accreditation Center for Project Management (GAC) Academic Accreditation Workshop, PMI<sup>®</sup> Research Conference*, London, UK, Project Management Institute.
20. Romanova, M. and **Anbari, F. T.** (2003). "Organizational Development through Six Sigma and Project Management," presented by Romanova, M. at the *12<sup>th</sup> Global Symposium 2003 "Taming the Future through Project Management,"* New Delhi, India.
19. **Anbari, F. T.** (2003). "Innovation, Six Sigma, and Organizational Strategy," presented at the *2003 Professional Development Seminar of the Project Management Institute (PMI<sup>®</sup>) of South Florida "Project management excellence: Trends and best practices,"* Ft. Lauderdale, FL.
18. **Anbari, F. T.** (2003). "Project Management Workshop," presented at the *Society of American Military Engineers (S.A.M.E.) Annual Meeting of the North Atlantic Region*, New York, NY.

17. **Anbari, F. T.** (2003). "Six Sigma Project Management: New Area for PM Research and Application," presented at the *3<sup>rd</sup> Project & Programme Management Workshop "Organisational Learning & Knowledge Management in "Projectised" Environments: What is at Stake?"* Graduate School of Management of Lille (ESC Lille), Lille, France.
16. **Anbari, F. T.** (2003). Keynote: "Innovation, Project Management, and Competitive Position of Organizations and Society," presented at the *Conference on Project Management in the 21<sup>st</sup> Century*, State University of Management, Moscow, Russia.
15. **Anbari, F. T.** (2003). "The Earned Value Analysis Technique: Simplifications and Extensions for Private and Public Sector Projects," presented at the *Third Caribbean and Latin American Conference on Project Management*, Port of Spain, Trinidad.
14. **Anbari, F. T.** (2003). "Six Sigma, Project Management, and Competitive Advantage," presented at the *Third Caribbean and Latin American Conference on Project Management*, Port of Spain, Trinidad.
13. **Anbari, F. T.** (2002). "The Earned Value Method: Quantifying the Traffic Lights on the Project Road," presented at the *2002 Professional Development Seminar of the Project Management Institute (PMI<sup>®</sup>) of South Florida "Project management: The journey, not the destination,"* Ft. Lauderdale, FL.
12. **Anbari, F. T.** (2002). "The Earned Value Analysis Method and its Extensions," presented at the *Project Management Institute (PMI<sup>®</sup>) Central Illinois Chapter Regional Conference*, Bloomington, IL.
11. **Anbari, F. T.** (2002). "Project Management for the New Millennium," presented at the *Society of American Military Engineers (S.A.M.E.) Annual Meeting of the North Atlantic Region*, Philadelphia, PA.
10. Blakiston, H. and **Anbari, F. T.** (2000). "Ten Proven Strategies for Implementing Successful Project Management Efforts," presented at *Project Management 2000*, Toronto, Canada.
9. **Anbari, F. T.** (1995). "Managing Re-engineering Projects," *World Congress on Strategies for Accelerating Maturity in Project Management*, New Delhi, India.
8. **Anbari, F. T.** (1994). "1995 Enhancements to the Baldrige Criteria: An Examiner's Perspective," presented at *The 1994 International Conference "Lessons Learned and Benefits Gained by Implementing the Baldrige Award Criteria: From World-Class Leadership to Customers as Partners,"* New York, NY.
7. **Anbari, F. T.** (1994). "Quality Management Certificate Programs," presented at *Making Statistics More Effective in Schools of Business Ninth Annual Conference*, hosted by the Graduate School of Management, Rutgers, The State University of New Jersey, New Brunswick, NJ.

6. **Anbari, F. T.** (1992). “Quality Improvement in Electrified Transportation Systems,” presented at *500 Columbus '92 Congress on Evolution and Perspective of Electrified Transportation Systems*, Genoa, Italy.
5. **Anbari, F. T.** (1992). Keynote: “TQM Goes to College,” presented at *Conference on Total Quality Management in Colleges and Universities*, Michigan State University, Troy, MI.
4. **Anbari, F. T.** (1991). “The Application of Total Quality Management to the Industrial Automation Industry,” presented at the *7th International New Technology and Innovation Fair*, Turin, Italy.
3. **Anbari, F. T.** (1991). “The Deming Approach to Quality Management,” presented at *The Interstate Truckload Carriers Conference*, Nashville, TN.
2. **Anbari, F. T.** (1989). “Project Management for Quality Control,” presented at *Managing Quality Improvement Breakthroughs*, Ford Motor Company, Lansdale, PA.
1. **Anbari, F. T.** (1987). “Applications of Microcomputer Software Systems for the Management of Railway Projects - tutorial,” presented at *Comprail 87 International Conference*, Frankfurt, Germany.

#### **E. OTHER SCHOLARLY ENDEAVORS**

10. **Anbari, F. T.** (2008). “Project Talent Management,” *Academic Panel, 2008 PMI® Global Corporate Council Executive Forum*, Williamsburg, VA, Project Management Institute.
9. **Anbari, F. T.** et al. (2008). “Round Table Discussion: Implementing a Project Management Office in a Government Agency,” *The 2008 Project Management Office Summit*, Arlington, VA.
8. **Anbari, F. T.** (2007). “Six Sigma Method and its Applications,” presented by invitation at the *University of Maryland, Jiangsu Construction Management Training Program*, College Park, MD.
7. Kerzner, H., **Anbari, F. T.**, Cleland, D. I. and Zeitoun, A. (1997–2008). *Project Management IQ*, Releases 1 through 9 [CD]. International Institute for Learning, New York, NY.
6. **Anbari, F. T.** et al. (2006). “Roundtable Discussion: How to Sell PPM to Skeptical Executives,” *Project Portfolio Management Summit 2006*, Arlington, VA.
5. Kerzner, H. and **Anbari, F. T.** (2005). “Best Practices in Project Management,” presented by **Anbari, F. T.** by invitation of the *Oil Company of Mexico (PEMEX)* in Ciudad del Carmen, Mexico. The presentation was simultaneously translated to Spanish and broadcasted to participants in another PEMEX location.

4. **Anbari, F. T.** (2003). “Project Management Strategy,” presented to the *senior executives of Cornell University*. This briefing was a part of the strategic process at Cornell that resulted in adoption of project management in services and systems throughout the University.
3. **Anbari, F. T.** and Kerzner, H. (2002). “In Search for Excellence in Project Management,” presented by **Anbari, F. T.** by invitation of the Office of the President of Mexico at the *Second Forum for Innovation and Quality in Government*, in Mexico City. The presentation was simultaneously translated to Spanish and broadcasted throughout Mexico. The honorable, Vicente Fox Quesada, President of Mexico, presided over this major conference.
2. **Anbari, F. T.** (1996). “Managing Special Projects,” in *Achieving Behavioral Excellence in Project Management, Live Interactive Satellite Videoconference*, [videotape], presented by Kerzner H., Cleland, D. I., and **Anbari, F. T.**, International Institute for Learning, New York, NY.
1. **Anbari, F. T.** (1988). “Software Review – Time Line 3.0: A Versatile New Software Release,” *Project Update*, American Management Association.

#### **F. RESEARCH GRANTS – Accepted and funded**

5. Kwak, Y.H. and **Anbari, F. T.** (2008–2009). “*Managing Performance of Programs and Projects Using Earned Value Management: Lessons from the National Aeronautics and Space Administration (NASA)*,” IBM Center for the Business of Government.
4. **Anbari, F. T.** (2008). “*Value Creation through Effective Management of Public Sector Projects*,” presented by **Anbari, F. T.** at the *2008 European Foundation for Management Development (EFMD) Conference on Public Sector Management Development*, Academic and Educational Programs & Services Research Department, Project Management Institute.
3. Thomas, J. L., Mullaly, M., and an international team of researchers including **Anbari, F. T.** (2005–2008). “*Understanding the Value of Project Management*,” Project Management Institute.
2. Kwak, Y.H. and **Anbari, F. T.** (2005–2008). “*The Impact on Project Management of Allied Disciplines*,” Project Management Institute.
1. **Anbari, F. T.** (2005–2009). “*Case Studies in Project Management with Teaching Notes*,” Project Management Institute.

#### **EXECUTIVE DEVELOPMENT EXPERIENCE**

**1995 and 2002–Present:**

**Seminar Leader:**

**Project Management Institute (PMI®), Newtown Square, PA**

Developed and present Advanced Project Quality and Six Sigma Management Method seminar (2002–Present). Developed and

presented project management seminars for telecommunications professionals (1995).

**2005–Present:**

**Seminar Leader:**

**The Performance Institute (PI), Arlington, VA**

Developed and present project management, earned value management, and Six Sigma seminars.

**1994–Present**

**Executive Director**

**International Institute for Learning, New York, NY**

Provided leadership in development of project management curriculum and instructor training. Participated in development of project management educational and training material and video-cast presentations. Present on-site and public seminars in project management.

**2007**

**Workshop Leader: ProjectWorld & the World Congress for Business Analysts, New York, NY**

Developed and presented Enhancing Organizational Performance through Six Sigma & Project Management, in Anaheim, CA.

**1995–1996 and  
1987–1989**

**Seminar Leader**

**Villanova University, Villanova, PA and**

**Project Management Institute (PMI®)–Delaware Valley Chapter and New Jersey Chapter**

Developed, coordinated, and participated in presenting preparation courses for PMI®'s Project Management Professional (PMP®) Certification Examination.

**1989–1994**

**Senior Consultant**

**QualityAlert Institute/ Penton Learning Systems, New York, NY**

Presented professional development courses in quality management, statistical quality control, project management, self-managing work teams, re-engineering, and general management. Courses were presented in cooperation with universities in the USA and the UK.

**1987–1989**

**Seminar Leader**

**American Management Association, New York, NY**

Presented Basic Project Management, Advanced Project Management, and Information Systems Project Management seminars.

**1986–1987**

**Seminar Leader**

**Graduate School–US Department of Agriculture, Washington, DC**

Developed and presented project management seminars to participants in the International Executive Development Program.

**1984–1985**

**Seminar Leader**

**U.S. General Services Administration, Washington, DC**

Developed and presented project management seminars to professionals from Housing and Urban Development (HUD).

**MANAGEMENT CONSULTING EXPERIENCE**

**1983–Present**

Provide consulting and training to organizations in the planning and implementation of project management and quality enhancement strategies.

Private organizations in the US included AT&T, Charles Schwab, CFM Technologies, CoreTech, Decision 1, Diva, Ford Motors, General Motors University, Glaxo, Hoechst, Hewlett-Packard, Johnson Matthey, Met Life, Moore Industries, QVC, Realen Homes, Rohm & Haas, SCT, Siemens, STV, Telebase, Tek Systems, Texas Instruments, Vertex, Visalign, Volvo (US), VTEL, Westin Engineering, Westinghouse/Hanford project.

Public organizations in the US included Arlington County, City of Philadelphia, Federal Aviation Administration, National Cancer Institute, National Institute of Health, National Geospatial-Intelligence Agency, National Security Agency, National Technical Information Services, Naval Air Warfare Center, Naval Avionics Center, US Food and Drug Administration–Center for Drug Evaluation and Research, New Jersey Transit Authority, and New York City Metropolitan Transportation Authority.

International organizations included BOC Special Gases (UK), Chubb Fire and Security (UK), Jennic (UK), Rockwater (UK), Kawneer (France), and JSP International (USA and France).

**MANAGEMENT EXPERIENCE**

**1977–1999**

**Project Manager–Technical Systems**

**National Railroad Passenger Corporation (Amtrak)**

**Washington, DC and Philadelphia, PA**

Held responsible leadership positions in engineering and information technology. Managed project analysis and reporting of the \$2.5 billion Northeast Corridor Improvement Project. Managed planning, design, and implementation of the enterprise network project. Managed the Year 2000 transition of imbedded systems project.

Managed applications systems development and hardware upgrade projects. Managed the transition project of Amtrak's data center to IBM, during the outsourcing of telecommunications and information processing (\$50 million per year operation). Served as Facilitator for company-wide Continuous Quality Improvement projects. Positions held included Manager–Applications Development, Maintenance and Support, Manager–Analysis and Reporting, Project Leader–Technical Systems, and Senior Project Engineer.

**1974–1976**

**Lead Civil/Structural Engineer**

**Day & Zimmermann, Inc., Philadelphia, PA**

Had full responsibility for the civil and structural engineering work in connection with industrial projects. Supervised preparation of specifications and cost estimates, and coordinated preparation of master specifications for other disciplines.

**1971–1974**

**Project Engineer**

**American Water Works Service Company, Haddonfield, NJ**

Had full responsibility for the planning, design, and construction management of water works and waste water treatment projects, including all engineering aspects. Managed projects and contracts directly and through field engineers.

**1968–1969**

**Civil Engineer**

**Bureau Central d'Etudes de Travaux Publics, d'Architecture, et d'Urbanisme, Algiers, Algeria**

As a member of the Technical Cooperation Program, supervised design, drafting and field work for several public works and industrial projects.

**SERVICE TO THE PROFESSION**

**Project Management Institute (PMI®)**

Chair, PMI® Educational Foundation Award and Scholarship Judges Committee (2007–Present).

Vice President, Education and Certification, College of Performance Management (2005–2007).

Coordinator, Professional Education Training Program, Project Management Institute–College of Performance Management Spring Conference (2005–2007).

Coordinator, Professional Education Training Program, Integrated Program Management Conference (2005–2007).

Chair of the on-site evaluators team of Degree Programs in Project Management, Global Accreditation Center for Project Management. Established procedures and chaired the on-site visits to the first two applicant degree programs (2005–2006).

Chair – Education Committee, Delaware Valley Chapter, 1983–1988.

Chair – Engineering and Construction Track, PMI® Annual Seminar/Symposium, 1984.

Charter Member PMI<sup>®</sup> Dispute Management Specific Interest Group, 2003.  
Charter Member Project Management Office Specific Interest Group, 2001.  
Charter Member E-Business Specific Interest Group, 2000.  
Charter Member Consulting Specific Interest Group, 2000.  
Vice President, Programs, Delaware Valley Chapter, 1989–1990.  
Member, International Education Committee, 1986–1990.  
Letter of gratitude for preparing questions on professional responsibility for the Project Management professional (PMP<sup>®</sup>) examination, 2004.

**International Project Management Association (IPMA)**

Board Member, Research Management Board, 2005–2007.  
Jury Member, International research paper competition, 2007 and 2009.  
Member, International Scientific Committee, Global Congress on Project Management, Ljubljana, Slovenia, June 2006.  
Member, Organizing Committee, 3<sup>rd</sup> International Conference on Project Management (ProMAC2006) Sydney, Australia, September 2006.

**Projektmanagement Group, University of Business and Economics, Vienna, Austria**

Jury Member, International student research paper competition, 2005– Present.

**International Conference on Advances in Management (ICAM)**

Chair, Management Science Track, Twelfth Annual ICAM, Washington, DC (2005).

**USA Department of State, Fulbright Program**

Fulbright Senior Specialist Candidate (2003–2008).

**American Society for Quality (ASQ)**

Chair, Reliability and Quality Engineering Symposium, Philadelphia Section, 1992.  
Second Vice Chair, Philadelphia Section 1993–1994.  
Treasurer, Philadelphia Section 1992–1993.  
Voting Member, US Technical Advisory Group to ISO/TC176 and ANSI ASC Z-1 (ISO) on Quality Management and Quality Assurance, 1996–1999.

**Malcolm Baldrige National Quality Award, National Institute of Standards and Technology**

Alumni Examiner, 1999–2000.  
Examiner, 1993–1995.

**Pennsylvania Quality Leadership Awards**

Senior Examiner, 1994.

**Society of American Military Engineers**

Life member.  
Certificate of Appreciation, North Atlantic Region Conference, 2003.  
Certificate of Appreciation, North Atlantic Region Conference and Education Committee, 2002.

### **American Society for Advancement of Project Management**

Life Member.

Nominated for the position of Director of Education (2004). Declined nomination in view of other current obligations.

### **Office of the President of Mexico**

Letter of gratitude for participation, educational and informative workshop, 2002.

### **Computational Mechanics Institute**

Co-Chair, COMPRAIL '89, International Conference on computer aided design, operation and manufacture in the railway and other mass transit systems.

Member, International Scientific Committee, 1986–1996.

### **American Management Association**

Member, Project Management Advisory Group, 1987–1992.

### **Decision Sciences Institute**

Session Chair, Twelfth Annual Meeting, Northeast Conference, Philadelphia, PA, 1983.

### **SERVICE TO THE GEORGE WASHINGTON UNIVERSITY**

Chair, Project Management Academic Committee (PMAC), Department of Decision Sciences, GW School of Business (2006), and member, PMAC (2007–Present).

Director, Project Management Program, Department of Management Science, GW School of Business (2005–2006).

Member of GW's Academic Integrity Council (2004–2006).

Led and supported the efforts to establish annual awards to recognize and encourage excellence among graduate students in the project management (PM) program at GW. Recipients of these awards are selected by GW's faculty based on excellent academic performance and research, as well as service to the program, the university, and the profession. The first award was presented in May 2005 and the awards continue to be presented annually. Funded the award partially in 2005 and fully in 2006.

Led and supported the efforts to establish an agreement with the Graduate School of Management in Lille, France (ESC Lille) to encourage student and faculty exchange, joint scholarly research, and cooperation between the two schools. Memorandum of Understanding was approved by both GW and ESC Lille (2005).

Served as editor of ten case studies in project management, along with appropriate teaching notes for each case. These cases were written by GWSB graduating students in GW's MSPM program with the supervision of GW Professors. The Project Management Institute has been publishing these case studies individually (2005–2009).

Participated actively with other faculty members in the screening and interview process of potential faculty members.

Hosted meetings of the Earned Value Management Community of Interest (EVM CoEye) at GW (2006–Present). Participants are primarily mid- and high-level executives in US Government civilian agencies. GW Faculty participated in these meetings.

Hosted visits to GW by project management thought leaders Russ Archibald, David Pells, Miles Sheppard, Robert Youker, and other guests to update key research activities (2008).

Hosted several visits to GW by John Cable, Director, Project Management Program, A. James Clark School Engineering, University of Maryland (2005–2008).

Hosted two visits to GW by Dr. George Earl, Head of the Mirvac School of Sustainable Development, Bond University, Australia (2006).

Hosted a visit to GW by Dr. David Hillson who met with GW faculty members (2006).

Hosted Prof. Darren Dalcher, Academic Director, National Centre for Project Management, Middlesex University, London, UK. Prof. Dalcher met with GW faculty members and presented at my project management class (2005).

Hosted Prof. Lynn Crawford, Past Associate Dean of Undergraduate Studies, University of Technology, Sydney, Australia, Visiting Professor, ESC Lille, and Professor, Mirvac School of Sustainable Development, Bond University, Australia. Prof. Crawford met with GW leadership and faculty (2005).

Hosted international project management scholars Prof. Brian Hobbs, Prof. Rodney Turner, Prof. Vladimir Voropajev, Prof. Terry Williams, and other guests. The international scholars met with GW leadership and faculty (2003).

Hosted leaders of the Project Management Institute (PMI<sup>®</sup>): CEO Greg Balastrero, Accreditation Manager Dr. Mike Price, and Research Manager Dr. Harry Stefanou. PMI<sup>®</sup> leaders met with GW leadership and faculty (2003–2004).

Presented review sessions to prepare GW students for the Project Management Professional (PMP<sup>®</sup>) Certification Examination. These efforts were organized by the GW Project Management Student Association (2005 and 2007).

Served as Member of GW Faculty Senate's Student Grievance Committee (2002–2003).

Served as co-coordinator of the United Way Campaign for GW's School of Business, 2002–2003.

Served as mentor-colleague for new faculty members.

Provided guidance and supported the professional growth of visiting scholars interested in Project Management as part of the Junior Faculty Development Program.

Supported learning and professional growth of Graduate Teaching Assistants in the Project Management Program, through mentoring, discussions, and appropriate assignments.

Participated in review of applications for admission to the PhD program.

Participated in orientation sessions conducted for new On-Campus and Distance Education students and provided guidance in planning their study program.

Participated in information sessions for potential new students. Discussed the value of GW Project Management Program, its requirements and courses with interested individuals.

Served as member of the Planning Committee for the Annual Retreat of the Department of Management Science (2001-2002).

Served as Faculty Advisor to the GW PMI<sup>®</sup> Student Chapter, 2000-2001.