
YOUNG HOON KWAK, PH.D.

**ASSOCIATE PROFESSOR OF PROJECT MANAGEMENT
DEPARTMENT OF DECISION SCIENCES
SCHOOL OF BUSINESS
FUNGER HALL 411
THE GEORGE WASHINGTON UNIVERSITY
2201 G STREET, NW
WASHINGTON, DC 20052
U.S.A.**

TEL: (202) 994-7115**FAX: (202) 994-2736****E-MAIL: KWAK@GWU.EDU****HTTP://HOME.GWU.EDU/~KWAK**

EDUCATION

Ph.D. Engineering and Project Management, University of California, Berkeley, 1997

Minor Fields: Management of Technology, Strategy and Decisions

Management of Technology (MOT) Certificate, University of California, Berkeley, 1996

Awarded between College of Engineering and Haas School of Business

M.S. Engineering and Project Management, University of California, Berkeley, 1992**B.S. Civil Engineering, Yonsei University, Seoul, Korea, 1991**

EDITORIAL RESONSIBILITIES AND PROFESSIONAL AFFILIATIONS

Editorial Positions**Specialty Editor (Associate Editor):** *Journal of Construction Engineering and Management (ASCE)***Editorial Board:** *IEEE Transactions on Engineering Management (IEEE), International Journal of Project Management (Elsevier), Project Management Journal (Wiley), International Journal of Managing Projects in Business (Emerald), Journal of Management in Engineering (ASCE), Journal of Construction Engineering and Project Management (KICEM)***Reviewers****Journals:** *IEEE Transactions on Engineering Management, International Journal of Project Management, Project Management Journal, International Journal of Production Economics, Technovation: An International Journal of Technological Innovation, Entrepreneurship, and Technology Management, R&D Management, Automation in Construction, Production Planning and Control, Journal of Construction Engineering and Management, Journal of Management in Engineering, Canadian Journal of Civil Engineering, Computer-Aided Civil and Infrastructure Engineering, Construction Management and Economics, Engineering Project Organization Journal, KSCE Journal of Civil Engineering, Journal of Electronic Commerce Research, International Journal of Information Technology and Management***Book Publications:** *Wiley & Sons, Prentice Hall, Duxbury: Thomson Learning, ASCE Press, Cengage South-Western***Professional Activities****Elected Member:** *Construction Research Council, Construction Institute, American Society of Civil Engineers***Invited Panel Reviewer:** *Risk Management Expert, National Science Foundation (2001-2002), Division of Civil and Mechanical Systems' George E. Brown, Jr. Network for Earthquake Engineering Simulation (NEES)***Reviewer:** *Project Management Institute Research Grant, Project Management Institute Research Conferences, European Academy of Management Conferences, IRNOP Conferences, etc.***Members***Academy of Management, Institute for Operations Research and Management Sciences, American Society of Civil Engineers, Project Management Institute, IEEE Technology Management Council, Performance Measurement Association, Korean Society of Civil Engineers, Korean Operations Research and Management Science Society*

MAJOR AWARDS, HONORS, AND RECOGNITIONS

International Project Management Association

International Project Management Association Outstanding Research Contribution Award (2008)

Science Direct Top 25 Hottest Articles

Technovation

Benefits, obstacles, and future of six sigma approach, 26(11), 708-715 (Selected as Top 10 cited in Technovation from Scopus, Articles published in the last seven years)

Oct-Dec 2004 (25th), Jan-Mar 2005 (19th), Oct-Dec 2005 (15th), Jan-Mar 2006 (5th), Apr-Jun 2006 (2nd), Jul-Sep 2006 (6th), Oct-Dec 2006 (6th), Jan-Mar 2007 (16th), Apr-Jun 2007 (10th), Jul-Sep 2007 (19th), Oct-Dec 2007 (7th), Jan-Mar 2008 (6th), Apr-Jun 2008 (13th), Oct-Dec 2008 (4th), Jan-Mar 2009 (6th), Apr-Jun 2009 (23rd), Jul-Sep 2009 (7th), Oct-Dec 2009 (3rd), Jan-March 2010 (2nd), April-June 2010 (1st), Jul-Sep 2010 (2nd), Oct 2009-Sept. 2010 (2nd), Oct-Dec 2010 (2nd), Jan-Mar 2011 (3rd), Apr-Jun (3rd)

Project risk management: lessons learned from software development environment 24(11), 915-920

Oct-Dec 2004 (7th), Jan-Mar 2005 (13th), Apr-Jun 2005 (23rd)

Examining risk tolerance in project-driven organization, 25(6), 691-695

Apr-Jun 2005 (24th)

International Journal of Project Management

Analyzing project management research: Perspectives from top management journals

Oct-Dec 2008 (4th), Apr-Jun 2009 (11th), Jul-Sep 2009 (2nd), Oct-Dec 2009 (5th), Jan-Mar 2010 (6th), April-June (10th), Oct 2009-Sep 2010 (5th), Oct-Dec, 2010 (11th), Jan-Mar 2011 (17th), Apr-Jun (17th)

Project Management Institute's Northern California Chapter

Steve V. White Fellowship (1996)

University of California, Berkeley

Executive Vice President, Korean Graduate Students Association (1996-1997)

ACADEMIC EXPERIENCE

Ghent University, Ghent, Belgium (Mar 2011 to Current)

Guest Research Professor (Mar 2011 to Current)

Faculty of Economics and Business Administration

Conduct joint research with faculties at Ghent University and supervise doctoral students in the areas of project management and operations program.

The George Washington University, Washington, DC (Aug 1999 to Current)

Associate Professor (Tenured) (2006-Current)

Assistant Professor (Tenure-Track) (1999-2006)

Project Management Program, Department of Decision Sciences, and

Affiliated Associate Professor, Sigur Center for Asian Studies, The Elliot School of International Studies

Teach graduate courses and conduct research in project management. Supervise Master's and Doctoral Students in the project management program. Participate in program, department, and school committee meetings. Lead professor for project management Ph.D. program. Research interests include strategic issues of project management; project control; project performance improvement; management of technology; and engineering, construction, and infrastructure project management.

Teaching Assignments:

DNSC 202 (old MGT 202) Mathematics and Statistics for Managers (Graduate)

I taught the campus section.

DNSC 261 (old MGT 231) Introduction to Project and Program Management (Graduate)

I taught both campus and distance sections.

DNSC 266 (old MGT 266) Risk Management (Graduate)

I am the course coordinator for MGT 266 Risk Management. I developed the course in Spring 2000 and since been enhancing and updating the course every semester. I offer the course in Spring and Fall. I teach this course in both campus and distance mode.

DNSC 267 (old MGT 267) Project Planning, Scheduling, and Control (Graduate)

I taught both campus and distance sections.

DNSC 269 (old MGT 268) Project Management Applications (Graduate)

I taught both campus and distance sections.

Graduate Student Advising:

Deepak Sharma, University of Maryland, College Park (From 2010-Current), Serving as a committee member of his doctoral dissertation proposal.

Leone Young, Stevens Institute of Technology, Hoboken, NJ (From 2009-Current), Serving as a committee member of his doctoral dissertation proposal.

Jane Park, George Washington University (From 2008-Current), Serving as a principal advisor of her doctoral study.

Saumyendu Ghosh, University of Maryland, College Park (From 2009-Current), Serving as a committee member of his doctoral dissertation proposal and dissertation.

JooHo Kim, George Washington University (Completed 2010): Served as a member of the master's thesis committee.

Mi-Young Kim, George Washington University (Completed 2009): Served as a member of the master's thesis committee.

Dr. John Wetter, George Washington University (Completed 2008): Served as a member of the comprehensive examination committee and participated in the deliberations of the committee on his doctoral dissertation. (Dissertation Title: Policy effect: A study of the impact of research & development expenditures on the relationship between Total Factor Productivity and US Gross Domestic Product performance)

Eerang Park, George Washington University (Completed 2008): Served as a member of the master's thesis committee.

Dr. BooYoung Chung, University of Maryland, College Park (Completed 2007): Served as a committee member of his doctoral dissertation proposal and dissertation. (Dissertation Title: An analysis of success and failure factors for ERP systems in engineering and construction firms)

Dr. Rudy Watson, George Washington University (Completed 2007): Served as a principal advisor and member of doctoral dissertation proposal committee. Served as a member of the comprehensive examination committee. (Dissertation Title: A cost estimating framework for deployment of integrated software application development projects)

Dr. Robert Voetsch, George Washington University (Completed 2003): Served as outside reviewer for his doctoral dissertation proposal committee and as a member of the doctoral dissertation committee. (Dissertation Title: The current state of project risk management practices among risk sensitive project management professionals)

Dr. Christine Dai, George Washington University (Completed 2002): Served as outside reviewer for her doctoral dissertation proposal committee and participated in the deliberations of the committee on her dissertation. (Dissertation Title: The role of the project management office in achieving project success)

Dr. Arlene Heinzeman (Completed 2007): Served as a member of her doctoral dissertation proposal committee (Engineering Management Department).

John Dye (2000-2003): Served as a member of the doctoral committee at Nova Southeastern University (Ft. Lauderdale, FL)

Sunil Dewan (2000), Sungwon Cho (2001), Sigit Dwiharto (2002): Served as an advisor for M.S. project writing independent paper.

Florida International University, Miami, FL. (July 1998 to Aug 1999)

Visiting Assistant Professor**Department of Construction Management, College of Engineering**

Taught undergraduate and graduate courses. Newly developed lecture notes and materials for all of the courses that assigned to me. Conducted research in innovative project delivery method (CM@Risk), project change management systems, and project management maturity model.

Teaching Assignments:

BCN 3720 Scheduling I (Undergraduate)

BCN 3640 Economic Planning for Construction (Undergraduate)

BCN 5626 Cost Analysis and Control (Graduate)

BCN 5771 Management and Marketing of Construction Services (Graduate)

BCN 5728 Scheduling I (Graduate)

BCN 5734 Topics in International Construction (Graduate)

BCN 6735 Decisions and Risk Analysis (Graduate)

BCN 5645 Construction Economic Analysis (Graduate)

BCN 5716 Productivity in Construction (Graduate)

Massachusetts Institute of Technology, Cambridge, MA. (Sep 1997 to Jun 1998)**Visiting Engineer, Department of Civil and Environmental Engineering, Massachusetts Institute of Technology**

Enhanced the Berkeley Project Management Process Maturity Model. Consulted for Navy Facilities Engineering Command to develop a strategic plan for Yokosuka Naval Complex in Japan.

University of California, Berkeley, CA (Sep 1994 to May 1997)**Graduate Student Researcher, Department of Civil Engineering (Jan 1995 to May 1997).**

Co-Principal Investigator for Project Management Institute (PMI)'s nationwide study on "The Financial and Organizational Benefits of Project Management in Corporate Organizations". The goal of this study was to develop a series of quantitative relationships that allow managers to: 1) assess their current level of PM sophistication, and 2) determine what financial return they can earn by increasing their level of PM sophistication. Benchmarking of 38 Fortune 100 companies.

Course Reader, Department of Civil Engineering (Fall 1994, 1995, 1996, and Spring 1997).

Reader for CE167 "Engineering Project Management." and CE268A "Advanced Construction Estimating." Graded assignments and exams, conduct review sessions for undergraduate and graduate courses.

PROFESSIONAL WORK EXPERIENCE**IPA Institute, Ashburn, Virginia (Feb 2008 to June 2008)****Visiting Scholar**

Advise and conduct research in project management performance measurement. Conduct research on "Green Capital Project Management Performance".

Construction Economics and Research Institute of Korea (CERIK), Seoul, Korea (Aug 1998 to Current)**Adjunct Research Fellow**

Advise and conduct research in project engineering, construction management, and infrastructure management related areas in Korea..

Navy Public Work Centers Yokosuka, US NAVY, Japan (Mar 1997 to Feb 1998)**Principal Consulting Engineer, US Yokosuka Naval Complex, Japan.**

Analyzed, evaluated, and created 10 years master plan for Yokosuka's overall transportation and parking strategy. Developed and recommended better ways to utilize the Yokosuka's Naval Complex.

Daewoo Corporation, Seoul, Korea (Jun 1993 to Jul 1993)**Research Engineer, Construction Division, DAEWOO Corporation.**

Created and presented a strategic plan for Daewoo's Implementation on Computer-Integrated Construction (CIC). Received excellent reviews from Daewoo's senior executives.

Daewoo Engineering Company, Seoul, Korea (Jan 1991 to May 1991)

Project Engineer, Construction Administration Division, DAEWOO Engineering Company.

In charge of cost estimating, project control, change order, and quality control at the Seoul Metropolitan wastewater treatment plant expansion project.

MAJOR SCHOOL SERVICES

The George Washington University

University

College of Professional Studies Dean's Council (2010), Distance Learning Task Force (2009-2010), Faculty Senate Committee Member for Libraries (2003-2006)

School of Business

Library Committee (2011- Current), Doctoral Committee (2011- Current), Research Committee (2008- Current)

Decision Sciences Department

Project Management Academic Committee Chair (2006-2007, 2010), Project Management Academic Committee (2006-Current), Faculty Search Committee Chair (2006-2007), Faculty Search Committee (2007-2010), Appointment, Promotion, and Tenure Committee, (2006-Current), Lead Professor, Project Management Ph.D. program (2002-current)

Management Science Department

GWU-ESI Advisory Committee (2001-2005), GWU-Project Management Institute (PMI) Student Chapter Faculty Advisor (2001-2002)

RESEARCH INTERESTS

Strategic Issues in Project Management and PM Maturity

- Project Portfolio Management (PPM) - Strategic and Operational Agility through Projects
- Enterprise Resource Planning Systems Success Factors and Model
- Impact on Project Management of Allied Disciplines
- Developing Project Management Capability – Benchmarking, Maturity, Modeling, Gap Analyses, and ROI
- Benefits of Project Management: Financial and Organizational Rewards to Corporations

Project Risk Management

- Managing Risks in Mega Defense Acquisition Projects: Performance, Policy, and Opportunities
- New Trends, Environments, and Approaches to Evaluate Pharmaceutical R&D Projects
- Project Risk Management: Lessons Learned from Software Development Environment
- Examining Risk Tolerance in Project-driven Organization

Business, Project, and Process Improvement

- Harnessing The Power of Web 2.0 for Open Collaboration and Project Management
- Managing Performance of Programs and Projects using Earned Value Management in Government
- Project Management and Six Sigma: Searching for Interrelationships
- Project Change Management Systems
- Benefits, Obstacles, and Future of Six Sigma Approach
- Parametric Estimating Model for Technology Deployment Project

Engineering, Construction, and Infrastructure Project Management

- Web-based Construction Project Specification System
- Public-Private Partnerships (PPP) for Infrastructure Developments
- Evaluating Project Management Effectiveness of Mega Projects

- Innovative Project Delivery Method: Construction Management at Risk
- Project Delivery Systems and Project Change: Quantitative Analysis
- Analyzing Asian Infrastructure Development Privatization Markets

RESEARCH AND PUBLICATIONS

Peer Reviewed Academic Journals (Under Preparation)

39. Ahn, C., Park, J., Lee, S., and **Kwak, Y.H.** (2012) "The Effects of Sustainability Considerations on Construction Operations: Practices and Opportunities". Target Journal: *Productions and Operations Management*.
38. **Kwak, Y.H.** and Park, J. (2012) "Impact of Project Management Performance considering Green Effects in Capital Projects" Target Journal: *IEEE Transactions on Engineering Management*.
37. **Kwak, Y.H.** and Watson, R.J. (2012) "Developing a Framework for Estimating Project Deployment Cost" Target Journal: *International Journal of Project Management*.
- 36 Lee, G. and **Kwak, Y.H.** (2012) "Open Government Implementation Model: A Stage Model for Achieving Increased Public Engagement" *Invited to submit a full paper at Government Information Quarterly*.

Peer Reviewed Academic Journals (Submitted for Review, Re-Review, or Under Revision)

35. Ghosh, S., **Kwak, Y.H.**, Siddiq, H., Park, J. and Skibniewski, M. (2011) "Organizational readiness to undertake sustainability projects: A Case Study". *Technological and Economic Development of Economy*, submitted for review, Nov.
34. Lee, G. and **Kwak, Y.H.** (2011) "Social Media for Increasing Public Engagement in Government Agencies: An Open Government Maturity Model" *IEEE Software*, submitted for review, Sept.
33. Ghosh, **Kwak, Y.H.**, Park, J. and Skibniewski, M. (2011) "Changing Paradigms of Project Governance: Understanding Project Ecosystem", *Engineering Project Organization Journal*, submitted for review, July.
32. Ghosh, S., **Kwak, Y.H.**, Cheerla, A., and Park, J. (2011) "Codes and Dimensions of Good Project Governance", *Engineering Project Organization Journal*, submitted for review, April.

Peer Reviewed Academic Journals (Accepted or Published)

31. Choi, K. **Kwak, Y.H.**, Pyeon, J., and Son, K. (2012) "Schedule Effectiveness of Alternative Contracting Strategies for Transportation Infrastructure Improvement Projects" *Journal of Construction Engineering and Management*, in press. doi:10.1061/(ASCE)CO.1943-7862.0000431.
30. **Kwak, Y.H.** and Anbari, F.T. (2012) "History, Practices, and Future of Earned Value Management (EVM) in Government: Perspectives from NASA" *Project Management Journal*, 43(1), in press. doi:10.1002/pmj.20272.
29. **Kwak, Y.H.**, Park, J. and Chung, B., Ghosh, S. (2012) "Understanding End Users' Acceptance of Enterprise Resource Planning (ERP) System in Project-Based Sectors" *IEEE Transactions on Engineering Management*, in press. doi: 10.1109/TEM.2011.2111456
28. Choi, K. and **Kwak, Y.H.** (2012) "Decision Support Model for Incentives/Disincentives Time-Cost Tradeoff" *Automation in Construction*, 21(1), 219-228. doi:10.1016/j.autcon.2011.06.006.
27. Li, Y., Lu, Y., **Kwak, Y.H.**, Le, Y., and He, Q. (2011) "Social Network Analysis and Organizational Control in Complex Projects: A Construction Case of EXPO 2010 China", *Engineering Project Organization Journal*, 1(4), 223-237. doi: 10.1080/21573727.2011.601453.
26. Ryoo, B.Y., Skibniewski, M.J., and **Kwak, Y.H.** (2010) "Web-based Construction Project Specification System" *Journal of Computing in Civil Engineering*, 24(2), 212-221. doi: 10.1061/(ASCE)0887-3801(2010)24:2(212)
25. **Kwak, Y.H.** and Smith, B. (2009) "Managing Risks in Mega Defense Acquisition Projects: Performance, Policy, and Opportunities" *International Journal of Project Management*, 27(8), 812-820. doi:10.1016/j.ijproman.2009.02.002
24. **Kwak, Y.H.** and Ingall, L. (2009) "Exploring Monte Carlo Simulations Applications for Project Management" *IEEE Engineering Management Review* 37(2), 83-91. doi: 10.1109/EMR.2009.5235458. *Reprint*

- of **Kwak, Y.H.** and Ingall, L. (2007) "Exploring Monte Carlo Simulations Applications for Project Management" *Risk Management: An International Journal*, 9(1), 44-57.
23. Chung, B., Syachrani, S., Jeong, H.S., and **Kwak, Y.H.** (2009) "Applying Process Simulation Technique to Value Engineering Model: A Case Study of Hospital Building Project" *IEEE Transactions on Engineering Management*, 56(3), 549-559. doi:10.1109/TEM.2009.2013831
 22. **Kwak, Y.H.** and Anbari, F.T. (2009) "Analyzing Project Management Research: Perspectives from Top Management Journals" *International Journal of Project Management*, 27(5), 435-446. doi:10.1016/j.ijproman.2008.08.004 Selected as Science Direct Top 25 Hottest Articles in *International Journal of Project Management*.
 21. **Kwak, Y.H.** and Anbari, F.T. (2009) "Availability Impact Analysis of Project Management Trends: Perspectives from Allied Disciplines" *Project Management Journal*, 40(2), 94-103. doi:10.1002/pmj.20111
 20. Han, S.H., Yun, S.M., Kim, H., **Kwak, Y.H.**, Park, H.K., and Lee, S.H. (2009) "Analyzing Schedule Delay of Mega Project: Lessons Learned from Korea Train eXpress (KTX)", *IEEE Transactions on Engineering Management*, 56(2), 243-256. doi:10.1109/TEM.2009.2016042
 19. **Kwak, Y.H.** and Chih, Y., and Ibbs, C.W. (2009) "Towards a Comprehensive Understanding of Public-Private Partnerships (PPP) for Infrastructure Development" *California Management Review*, 51(2), 51-78.
 18. Chung, B., Skibniewski, M.J., and **Kwak, Y.H.** (2009) "Developing Enterprise Resource Planning (ERP) Systems Success Model for Construction Industry" *Journal of Construction Engineering and Management*, 135(3), 207-216. doi: 10.1061/(ASCE)0733-9364(2009)135:3(207)
 17. **Kwak, Y.H.** and Dixon, C. (2008) "Risk Management Framework for Pharmaceutical Research and Development Projects" *International Journal of Managing Projects in Business*, 1(4), 552-565. doi:10.1108/17538370810906255
 16. Chung, B., Skibniewski, M.J., Lucas, Jr., H.C., and **Kwak, Y.H.** (2008) "Analyzing Enterprise Resource Planning (ERP) Systems Implementation Success Factors in the Engineering-Construction Industry", *Journal of Computing in Civil Engineering*, 22(6), 373-382. doi:10.1061/(ASCE)0887-3801(2008)22:6(373)
 15. **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*, 1(1). 131-139. doi:10.1108/17538370810846469
 14. **Kwak, Y.H.** and Ingall, L. (2007) "Exploring Monte Carlo Simulations Applications for Project Management" *Risk Management: An International Journal*, 9(1), 44-57. doi:10.1057/palgrave.rm.8250017
 13. **Kwak, Y.H.** and Anbari, F.T. (2006) "Benefits, Obstacles, and Future of Six Sigma Approach", *Technovation: An International Journal of Technological Innovation, Entrepreneurship, and Technology Management*, 26(5-6), 708-715. doi:10.1016/j.technovation.2004.10.003. Selected as Science Direct Top 25 Hottest Articles in *Technovation*.
 12. **Kwak, Y.H.** and Watson, R. (2005) "Conceptual Estimating Tool for Technology-Driven Projects: Exploring Parametric Estimating Technique", *Technovation: An International Journal of Technological Innovation, Entrepreneurship, and Technology Management*, 25(12), 1430-1436. doi:10.1016/j.technovation.2004.10.007
 11. Watson, R. and **Kwak, Y.H.** (2005) "Development of a Parametric Estimating Model for Technology-Driven Deployment Project" *ICFAI Journal of Operations Management*, August 2005. Reprint of *Watson, R. and Kwak, Y.H. (2004) "Development of a Parametric Estimating Model for Technology-Driven Deployment Project" 2004 Winter Simulation Conference, Washington, DC, December 5-8, 2004.*
 10. **Kwak, Y.H.** and LaPlace, K. (2005) "Examining Risk Tolerance in Project-driven Organization", *Technovation: An International Journal of Technological Innovation, Entrepreneurship, and Technology Management*, 25(6), 691-695. doi:10.1016/j.technovation.2003.09.003 Selected as Science Direct Top 25 Hottest Articles in *Technovation*.
 9. **Kwak, Y.H.** and Stoddard, J. (2004) "Project Risk Management: Lessons Learned from Software Development Environment", *Technovation: An International Journal of Technological Innovation, Entrepreneurship,*

- and Technology Management*, 24(11), 915-920. doi:10.1016/S0166-4972(03)00033-6 *Selected as Science Direct Top 25 Hottest Articles in Technovation*.
8. Ibbs, C.W., **Kwak, Y.H.**, Ng, T., and Odabasi, A.M. (2003) "Project Delivery Systems and Project Change: Quantitative Analysis", *Journal of Construction Engineering and Management*. 129(4), 382-387. doi:10.1061/(ASCE)0733-9364(2003)129:4(382)
 7. Jacob, W.F. and **Kwak, Y.H.** (2003) "In Search of Innovative Techniques to Evaluate Pharmaceutical R&D Projects". *Technovation: Technovation: An International Journal of Technological Innovation, Entrepreneurship, and Technology Management*, 23(4), 291-296. doi:10.1016/S0166-4972(01)00116-X *Selected as Science Direct Top 25 Hottest Articles in Technovation*.
 6. **Kwak, Y.H.** (2002) "Investigating Project Management Practices and Processes in 4 Different Sectors" *Korean Management Review* (Flagship journal of Korean Academic Society of Business Administration), 31(5), 1165-1183. (in Korean).
 5. **Kwak, Y.H.** and Ibbs, C.W. (2002) "Project Management Process Maturity Model", *Journal of Management in Engineering* 18(3), 150-155. doi:10.1061/(ASCE)0742-597X(2002)18:3(150)
 4. **Kwak, Y.H.** (2002) "Analyzing Asian Infrastructure Development Privatization Market", *Journal of Construction Engineering and Management*, 128(2) 110-116. doi:101061/(ASCE)0733-9364(2002)128:2(110)
 3. Ibbs, C.W., Wong, C and **Kwak, Y.H.** (2001). "Project Change Management System", *Journal of Management in Engineering* 17(3), 159-165.
 2. **Kwak, Y.H.** and Ibbs, C.W. (2000). "Calculating Project Management's Return on Investment", *Project Management Journal*, 31(2), 38-47. *Selected as Citations of Excellence for Practical Implications from Emerald Management Reviews*.
 1. Ibbs, C.W. and **Kwak, Y.H.** (2000). "Assessing Project Management Maturity", *Project Management Journal*, 31(1), 32-43.

Books and Monographs

5. Lee, G. and **Kwak, Y.H.** (2011). *An Open Government Implementation Model: Moving to Increased Public Engagement*, IBM Center for the Business of Government. 35 pages.
4. **Kwak, Y.H.** and Anbari, F.T. (2010). *Project Management in Government: An Introduction to Earned Value Management (EVM)*, IBM Center for the Business of Government. 43 pages.
3. **Kwak, Y.H.** and Anbari, F.T. (2008). *Impact on Project Management of Allied Disciplines: Trends and Future of Project Management Practices and Research*. PMI Publications, ISBN: 9781933890456. 152 pages.
2. Carayannis, E.S. **Kwak, Y.H.** and Anbari, F.T. (editors) (2005). *The Story of Managing Projects: An Interdisciplinary Approach*. Praeger Publishers. ISBN: 1-56720-506-2, Feb.
1. Ibbs, C.W. and **Kwak, Y.H.** (1997). *The Benefits of Project Management- Financial and Organizational Rewards to Corporations*. PMI Publications, ISBN: 1-880410-32-X., Sept., 90 pages.

Book Chapters

5. **Kwak, Y.H.** (2007). "Evaluating Project Management Effectiveness of Boston Big Dig and Three Gorges Dam in China" Chapter 14 in *Applied Project Management Handbook*, Cleland, D.I. and Ireland, L.R. (editors), McGraw-Hill. ISBN: 0071484426, Sep.
4. **Kwak, Y.H.** (2005). "A Brief History of Project Management" Chapter in *The Story of Managing Projects: An Interdisciplinary Approach*. Carayannis, E.S., Kwak, Y.H., and Anbari, F.T. (editors), Praeger Publishers. ISBN: 1-56720-506-2., Feb.
3. **Kwak, Y.H.**, Doherty, J., Mambelli, A., Mourad, A., and Speranzo, J. (2004) "The Springfield Interchange Implementation Project" Chapter in *Case Studies in Project Management*. Anbari, F.T. (editor), PMI Publications, ISBN: 1930699360., Dec.
2. **Kwak, Y.H.**, Chernyaeva, O., Spector, T., and Wu, A. (2004) "The Glasgow Science Centre Tower Project" Chapter in *Case Studies in Project Management*. Anbari, F.T. (editor), PMI Publications, ISBN: 1930699360., Dec.

1. Ibbs, C.W., Reginato, J. and **Kwak, Y.H.** (2004). "Developing Project Management Capability – Benchmarking, Maturity, Modeling, Gap Analyses, ROI Studies". Chapter 48 in *The Wiley Guide to Managing Projects*, Morris, P.W.G. and Pinto, J.K. (Editors). John Wiley & Sons, ISBN: 0-471-23302-1. 1440 pages. Sept.

Peer Reviewed Conference Proceeding Papers (Accepted or Published)

31. Lee, G. and **Kwak, Y.H.** (2011) "A Maturity Model for Technology-Enabled Open Government", *Pre-ICIS eGovernment Workshop*, Shanghai, China, December 4, 2011.
30. Ghosh, S., Boswell, J.W. **Kwak, Y.H.**, and Skibniewski, M., (2011) "Risk Governance Framework for Enterprise-Wide Application Implementations", *Proceedings of the First IEEE International Technology Management Conference, ITMC 2011*, San Jose, CA, June 27-30. pp 1087-1093, ISBN: 978-1-61284-950-8.
29. Ghosh, S., Negahban, S., **Kwak, Y.H.**, and Skibniewski, M., (2011) "Impact of Sustainability on Integration and Interoperability between BIM and ERP- A Governance Framework", *Proceedings of the First IEEE International Technology Management Conference, ITMC 2011*, San Jose, CA, June 27-30. pp 187-193, ISBN: 978-1-61284-950-8.
28. Lee, G. and **Kwak, Y.H.** (2011) "Open Government Implementation Model: A Stage Model for Achieving Increased Public Engagement" *12th Annual International Conference on Digital Government Research (dgo 2011): Digital Government Innovation in Challenging Times*, College Park MD, June 12–15 2011.
27. Young, L., Valerdi, R., Farr, J., and **Kwak, Y.H.** (2011) "An Approach to Estimate the Life Cycle Cost and Effort of Project Management for Systems Centric Projects", *2011 International Society of Parametric Analysts (ISPA) and the Society of Cost Estimating and Analysis (SCEA) Conference*, Albuquerque, NM, June 7-10, 2011.
26. Choi, K., Lee, E.B., **Kwak, Y.H.**, and Pyeon, J.H. (2011). "Optimal Incentive/Disincentive Predictive Model for Transportation Projects" *2nd International Conference on Transportation Construction Management*, Federal Highway Administration, Orlando, FL, Feb. 7-10, 2011.
25. Choi, K. **Kwak, Y.H.**, and Yu, B. (2010) "Quantitative Model for Determining Incentive/Disincentive Amounts through Schedule Simulations", *2010 Winter Simulation Conference*, Baltimore, MD, Dec. 5-8, 2010.
24. Young, L., Farr, J., Valerdi, R., and **Kwak, Y.H.** (2010) "A Framework for Evaluating Life Cycle Project Management Costs on Systems Centric Projects", *American Society for Engineering Management 2010, 31st Annual Conference*, Rogers, AR., October 13-16, 2010.
23. **Kwak, Y.H.** (2010) "Project Portfolio Management (PPM) - Strategic and Operational Agility through Projects" *Project Management Institute Research Conference*, Washington, DC, July 11-14, 2010.
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19. Ryoo, B.Y., Skibniewski, M.J., and **Kwak, Y.H.** (2006) "E-Business Solutions in the Construction Industry in Korea: National Construction IT Plans and their Implementation in the Public Construction Sector" *2006 Information Resource Management Association, 17th Annual IRMA International Conference*, Washington, DC, May 21-24, 2006.
18. Anbari, F.T. and **Kwak, Y.H.** (2005) "Six Sigma Programs and Proactive Risk Management" *Project Management Challenge 2005, Second Annual NASA Project Management Conference*, College Park, Md, March 22-23, 2005.
17. Watson, R. and **Kwak, Y.H.** (2005) "Conceptual Estimating of Deployment Costs for Technology-Driven Projects" *Project Estimation Conference, IBM Academy of Technology (Internal)*, Boulder, Co, Jan 24-26, 2005.
16. Watson, R. and **Kwak, Y.H.** (2004) "Development of a Parametric Estimating Model for Technology-Driven Deployment Project" *2004 Winter Simulation Conference*, Washington, DC, December 5-8, 2004.

15. Chang, H. and **Kwak, Y.H.** (2004) "Lessons Learned from Spatial Database Infrastructure Projects in Developing Countries" *Sixth World Congress on Computational Mechanics, Information Technology for Management of Infrastructure Mini-Symposium*, Beijing, China, Sept. 5-10, 2004. (ISBN: 7-302-09341-5) pp. 408 Tshinghua University Press & Springer.
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13. Anbari, F.T. and **Kwak, Y.H.** (2004) "Success Factors in Managing Six Sigma Projects" *2004 Project Management Institute Research Conference*, London, UK, Jul. 11-14, 2004.
12. Watson, R. and **Kwak, Y.H.** (2004) "Parametric Estimating in the Knowledge Age: Capitalizing on Technological Advances" *IAMOT 2004 13th International Conference on Management of Technology*, Washington, DC, Apr. 3-7, 2004.
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9. **Kwak, Y.H.** (2001) "Examining the History of Project Office." Institute for Operations Research and the Management Sciences (INFORMS) Annual Meeting 2001, Miami Beach, FL, Nov. 4-7, 2001.
8. **Kwak, Y.H.** and Dewan, S. (2001) "Risk Management in International Development Projects" *2001 Project Management Institute Annual Seminars and Symposiums*, Nashville, TN, Nov. 5-7, 2001.
7. **Kwak, Y.H.** and Ibbs, C.W. (2000) "Berkeley Project Management Maturity Model: Measuring the Value of Project Management" *2000 IEEE EMS International Engineering Management Conference*, Albuquerque, New Mexico, Aug. 13-15, 2000, pp. 1-5.
6. **Kwak, Y.H.** and Dai, C. (2000). "Assessing the Value of Project Management Offices (PMO)" *PMI Research Conference 2000*, Paris, France, Jun. 21-24, 2000, pp. 333-338.
5. **Kwak, Y.H.** and Bushey, R. (2000). "Construction Management at Risk: An Innovative Project Delivery Method at Storm water Treatment Area in the Everglades, Florida", *Proceedings for ASCE Construction Congress VI*, Orlando, Florida, Feb. 20-22, pp. 477-482.
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1. **Kwak, Y.H.**, Clark, A., Grilo, A., Betts, M., and Ibbs, C.W. (1995). "Contemporary Strategic Planning Tools and Applications for Construction Managers." *Proceedings of First International Conference on Construction Project Management*, Singapore, Jan., pp. 25-40.

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9. **Kwak, Y.H.** (2010) "Comparando Gerenciamento de Projectos e Seis Sigma (in Portuguese)" *Revisita Mundo Project Management*, Dec/Jan 2010, 8-13.
8. **Kwak, Y.H.** (2010) "Interview with Prof. Y.H. Kwak: Project Management is Blue Ocean (in Korean)" *Korea Project Management Association*, Summer 2010, 78-82
7. Ibbs, C. W. and **Kwak, Y.H.**, (2005) "Calculating Project Management's Return on Investment," *Projects and Profits*, ICFAI University Press, March, 19-33. Reprint of **Kwak, Y.H. and Ibbs, C.W.** (2000). "Calculating Project Management's Return on Investment", *Project Management Journal*, Vol. 31 (2), 38-47.

6. **Kwak, Y.H.** (1999) "University Tour: The George Washington University, Washington, DC" *PROMAT* (Project Management & Technology), Winter, 50-53. (in Korean).
5. **Kwak, Y.H.** and Ibbs, C.W. (1999) "Analyzing PM Maturity vs. Project Performance: Deriving PM/Return on Investment (ROI)", *PROMAT* (Project Management & Technology), Winter, 12-15. (in Korean).
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1. Ibbs, C.W. and **Kwak, Y.H.** (1997). "Measuring Project Management's Return on Investment" *PMNetwork*, Nov., 36-38.

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1. **Kwak, Y.H.** and Ibbs, C.W. (1997). "A Systematic Approach to Evaluate Quantitative Impacts of Project Management (PM)" Technical Report No. 97-04, Construction Engineering and Management Program, Department of Civil Engineering, University of California at Berkeley, May.

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CONFERENCE PRESENTATIONS

34. Lee, G. and **Kwak, Y.H.** (2011) "A Maturity Model for Technology-Enabled Open Government", *Pre-ICIS eGovernment Workshop*, Shanghai, China, December 4, 2011.
33. Ghosh, S., Boswell, J.W., **Kwak, Y.H.**, and Skibniewski, M., (2011) "Risk Governance Framework for Enterprise-Wide Application Implementations", *Proceedings of the First IEEE International Technology Management Conference, ITMC 2011*, San Jose, CA, June 27-30. pp. 932-938.
32. Ghosh, S., Negahban, S., **Kwak, Y.H.**, and Skibniewski, M., (2011) "Impact of Sustainability on Integration and Interoperability between BIM and ERP- A Governance Framework", *Proceedings of the First IEEE International Technology Management Conference, ITMC 2011*, San Jose, CA, June 27-30. pp. 187-193.
31. Lee, G. and **Kwak, Y.H.** (2011) "Open Government Implementation Model: A Stage Model for Achieving Increased Public Engagement" *12th Annual International Conference on Digital Government Research (dgo 2011): Digital Government Innovation in Challenging Times*, College Park MD, June 12-15 2011.
30. Young, L., Valerdi, R., Farr, J., and **Kwak, Y.H.** (2011) "An Approach to Estimate the Life Cycle Cost and Effort of Project Management for Systems Centric Projects", *2011 International Society of Parametric Analysts (ISPA) and the Society of Cost Estimating and Analysis (SCEA) Conference*, Albuquerque, NM, June 7-10, 2011.
29. Choi, K., Lee, E.B., **Kwak, Y.H.**, and Pyeon, J.H. (2011). "Optimal Incentive/Disincentive Predictive Model for Transportation Projects" *2nd International Conference on Transportation Construction Management*, Federal Highway Administration, Orlando, FL, Feb. 7-10, 2011.

28. Choi, K. **Kwak, Y.H.**, and Yu, B. (2010) "Quantitative Model for Determining Incentive/Disincentive Amounts through Schedule Simulations", *2010 Winter Simulation Conference*, Baltimore, MD, Dec. 5-8, 2010.
27. **Kwak, Y.H.**, Cioffi, D.F., and Khamooshi, H. (2010) "Revamping a Curriculum: GWU's Modern Comprehensive M.S. in Project Management (in Two Delivery Systems)", *2010 Annual Institute for Operations Research and the Management Sciences (INFORMS) meeting*, Austin, TX, Nov. 7-10, 2010.
26. **Kwak, Y.H.**, Choi, K., and Park, J. (2010) "Impacts of Change Orders on Project Performance", *2010 Annual Institute for Operations Research and the Management Sciences (INFORMS) meeting*, Austin, TX, Nov. 7-10, 2010.
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23. **Kwak, Y.H.** (2009) "Public-Private-Partnership in Infrastructure Development" *Professional Development Workshop, 2009 Annual Meeting of the Academy of Management*, Chicago, Aug 7-11, 2009.
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KEYNOTE SPEAKER and OTHER PRESENTATIONS

13. **Kwak, Y.H.** (2011) "Global Project Financing Trends and Strategies" Construction Economics Research Institute of Korea (CERIK), May 31, 2011.
12. **Kwak, Y.H.** (2011) "Applications and Trends of Earned Value Management Practice in US Government" Korean Project Management Association (KPMA), May 30, 2011.
11. **Kwak, Y.H.** (2011) "New Trends and Strategies of Project Management Practice: Project Financing, Earned Value Management, and Business Analytics" Yonsei University, May 27, 2011.
10. **Kwak, Y.H.** (2011) "Trends and Future of Project Management Research, Education, and Practice" Korean Project Management Forum, May 26, 2011.
9. **Kwak, Y.H.** (2011) "Strategies and Momentum of Global Project Management Market" HanmiGlobal, May 24, 2011.
8. **Kwak, Y.H.** (2011) "Project Financing and US PPP Transportation Projects" Seoul National University Engineering Project Management Program, May 20, 2011.
7. **Kwak, Y.H.** (2011) "New Trends and Future of Project Management: Maturity Model, Mega-Projects, and Future of PM" Seoul National University Engineering Project Management Program, Jan 28, 2011.
6. **Kwak, Y.H.** (2010) "Project Management and its Allied Disciplines: Past, Present, and Future", Yonsei University (5/28/2010) and Seoul National University (6/1/2010), Seoul, Korea.
5. **Kwak, Y.H.** (2010) "The Future of Construction Management and Project Management", Yonsei University Civil Engineering 50th Anniversary Symposium, May 27, 2009, Seoul, Korea. Keynote Speech.
4. **Kwak, Y.H.** (2009) "Project Management Maturity Model: Measuring PM Maturity" Department of Civil Engineering, University of Maryland, Nov 12, 2009.
3. **Kwak, Y.H.** (2009) "Project Management and its Allied Disciplines", Master of Project Management Program, Project Management Community of Practice Conference, Penn State, Erie, Aug. 18, 2009. Keynote Speech.
2. **Kwak, Y.H.** and Anbari, F.T. (2008) "Is there a Future for Project Management in the Allied Management Disciplines?" George Washington University School of Business, Oct 24, 2008. Departmental Seminar.

1. **Kwak, Y.H.** (2002) Strategy to Implement Project Management Office: Challenges, Benefits, and Practices. Mastering the Project Management Office: An Asian Perspective, ESI International, Singapore, May 29-30, 2002. Keynote speech (Unable to attend)

MAGAZINE/NEWSPAPER ARTICLES and MEDIA APPEARANCE

7. Featured in the article "An Overlooked Value Driver", CFA Magazine, Nov/Dec 2011, p.31-33.
6. Featured in the article "Government 2.0: An Implementation Model," Kogod Now, Fall 2011, pp. 29-31.
5. IBM-sponsored research on Social Media and Open Government has been featured in
 - "Big Blue Guide to Implementing Open Government," GovFresh, March 17, 2001.
 - "IT Problems are Hindering Agency Transparency Initiatives," Fierce Government IT, Feb. 3, 2011.
 - "Agencies Face Challenges in Delivering Open Government," NextGov.com, Feb. 1, 2011.
 - "Agencies face problems opening up government," Federal Computer Week, Jan. 31, 2011.
 - Australian Policy Online, Polycy pointers.org, Openforumeurope.org, Washingtoncog.org, GovLoop.com
4. Interview (one hour) regarding Open Government Implementation, Conversation with Authors Series, Federal News Radio (1500 AM) and CBS Radio, Feb. 15, 2011.
3. Interview regarding Project Management in Government: An Introduction to Earned Value Management, Federal News Radio (1500 AM) and CBS Radio, Nov. 1, 2010.
2. Featured in the article "School of business will record classes", GW Hatchet, Sep. 18, 2008.
1. Featured in the article "New F Street residence hall to cost \$75 million", GW Hatchet, Sep. 2007.

RESEARCH GRANTS

Funded Research

6. **Kwak, Y.H.**, Patanakul, P., Liu, M. and Zwikael, O. (2011-2013) "**Global Perspectives on Project, Program, and Portfolio Management in Government**", Accepted and funded by Project Management Institute (PMI®). One of the three proposals selected from a pool of more than 100 proposals submitted by scholars around the world in 2010. The total budget of the research study is \$50,000 plus in-kind support over twenty four months.
5. Lee, G. and **Kwak, Y.H.** (2010-2011) "**Harnessing The Power of Web 2.0 for Open Collaboration In Healthcare Administration**". Accepted and funded by IBM Center for the Business of Government, \$20,000.
4. **Kwak, Y.H.** and Anbari, F.T. (2008-2009) "**Managing Performance of Programs and Projects using Earned Value Management**". Accepted and funded by IBM Center for the Business of Government, \$20,000.
3. **Kwak, Y.H.** and Anbari, F.T. (2005-2007) "**The Impact on Project Management of Allied Disciplines**". Accepted and funded by Project Management Institute (PMI®). The total budget of the research study is \$60,000 over fourteen months. PMI® portion is \$30,000 (US). This is the first research grant awarded by PMI® to GWU.
2. Thomas, J.L. (Canada), Mulla, M. (Canada) and an international team of researchers (In alphabetical order): Anbari, F.T. (USA), Brady, T. (UK), Bredillet, C.N. (France), Checkland, P. (UK), Cicmil, S. (UK), Cooke-Davies, T. (UK), Crawford, L. (Australia), Eloumi, F. (Canada), **Kwak, Y.H. (USA)**, Maylor, H. (UK), Mengel, T. (Canada), Williams, T. (UK) and Winter, M. (UK). (2005-2008) "**Understanding the Value of Project Management**". By Project Management Institute. Accepted and funded. The total value of the research study, including the in-kind time and material contributions of all participating universities and organizations, is over \$2.5 million over three years. PMI® portion is \$1.4 million. I am the only one of the two researchers in the United States.
1. Ibbs, C.W. and **Kwak, Y.H.** (1995-1997) "**The Benefits of Project Management: Financial and Organizational Rewards to Corporations**". Accepted and funded by Project Management Institute (PMI®) Education Foundation.

Junior Faculty Summer Research Grant (2000 and 2001)

Unfunded Research Proposal

12. **Kwak, Y.H.** and Lee, G. (2010) "Harnessing The Power of Social Media and Web 2.0 in Project Management", submitted to Project Management Institute Research Grant Proposal.
11. Choi, K., **Kwak, Y.H.**, and Zeytinci, A. (2009) "Macroeconomic Labor Productivity and its Implications of Electrical Consturction Sector" submitted to ELECTRI International- The Foundation for Electrical Construction.
10. Lee, G. and **Kwak, Y.H.** (2009) "Improving Project Collaboration through Web 2.0 Technologies" submitted to ELECTRI International- The Foundation for Electrical Construction.
9. **Kwak, Y.H.**, Patanakul, P., and Liu, M. (2009) "Effective Management of American Recovery and Reinvestment Act: Learning from Comprehensive Analysis of Large Public Projects" Project Management Institute Research Grant Proposal.
8. **Kwak, Y.H.** and Lee, G. (2009) "Web 2.0 for Collaborative Project Management: Values, Risks, and Best Practices", Project Management Institute Research Grant Proposal.
7. **Kwak, Y.H.** (2006) "Project Cost Estimation: Why It Fails in Project Management" Project Management Institute Research Grant Proposal.
6. **Kwak, Y.H.** and Ryoo, B.Y. (2005) "Dynamic 4-Tier Architecture for Virtual Infrastructure Management Systems Integration". Unsolicited proposal submitted to National Science Foundation's Information Technology and Infrastructure Systems Program.
5. Anbari, F.T. and **Kwak, Y.H.** (2004) Six Sigma and Organizational Change, Project Management Institute Research Proposal.
4. Anbari, F.T. Kayes, D.C. and **Kwak, Y.H.** (2004) Team Dynamics and Learning, Project Management Institute Research Proposal.
3. **Kwak, Y.H.** (2004) Investigating Comprehensive Project Risk Management Practices, Tools, and Techniques for NASA. NASA/USRA Center for Program/Project Management Research Proposal.
2. Anbari, F.T., Kayes, D.C., and **Kwak, Y.H.** (2004) Organizational Experimental Learning at NASA, NASA/USRA Center for Program/Project Management Research Proposal.
1. **Kwak, Y.H.**, Anbari, F.T., and Khamooshi, H. (2003) Benchmarking best practices and tools of Project Risk Management. Project Management Institute Research Proposal.

OTHER INFORMATION

- **Citizenship: United States of America**
- **Develop Theoretical Foundation and Expand Practical Applications of Project Management**
- **Implement Strong Quantitative and Analytical Skills**
- **Provide Management Training and Consulting Services**
- **References upon Request**