

The  
American Society for  
Engineering Management  
25th National Conference



Twenty-Five Years of Technical Conferences  
1980 - 2005  
"Bridging Between Technology and Management"

***Managing in a Dangerous World***



October 20-23, 2004  
Hilton Alexandria Mark Center  
Alexandria, Virginia

September 13, 2004

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## **CONFERENCE OBJECTIVE**

The Conference is intended to provide a forum for practicing engineering managers and university researchers and teachers to discuss topics of mutual interest associated with engineering management. Presentations will discuss advancements in engineering management that help technological firms to manage in times of economic expansion and contractions with special emphasis on managing in the current *Dangerous World*, seeking to identify lessons learned during challenging times.

## **KEYNOTE SPEAKER**

Admiral Bruce Englehardt, Director, Office of Budget, Office of the Assistant SECNAV for Financial Management & Comptroller, and Director of Fiscal Management Division N82 CNO.

*"The Problem: The Pentagon on 9/11"*

Admiral Englehardt was in his office directly over the impact point when the airplane hit the Pentagon and he will relate his experiences that day and since.

## **AWARD BANQUET SPEAKER & ENGINEERING MANAGER OF THE YEAR**

H. Russell Griffith, President and CEO of Datatel will present a talk titled: *"Experiences in Managing Technology through People and Service."*

## **LUNCHEON SPEAKERS**

Allyn Kilsheimer, CEO KCE Structural Engineers and Executive Vice President of KTLH Engineers, P.C., will present a talk titled: *The Resolution: Rebuilding the Pentagon (The Phoenix Project)."*

Sam Bertolino, Dewberry and Davis, Project Manager of Pentagon Secure Bypass and Mike Sullivan, DOD, Director of Pentagon Renovation & Construction Program will present a talk titled: *"Designing an Building the Pentagon Secure Bypass."*

Michael E. Wetmore, NASA, Deputy Program Manager for Kennedy Space Center Space Shuttle Program will present a talk titled: *"Experience with the NASA Space Shuttle Program."*

## **INDUSTRIAL TRACK**

This year ASEM has added an Industrial Track to the conference to better address the needs of our industrial members and to complement the presentations of technical papers. In these more in-depth sessions, speakers from industry and government have been invited to present issues, applications, and/or examples within their organizations

that are relevant to engineering managers. These presentations do not have a corresponding paper in the conference proceedings. The titles of these industrial presentations are:

- "Community Involvement in Large Construction Projects"
- "Gaining Government Approvals and Permits on Large Projects"
- "Managing Organizational Change in Engineering Organizations"
- "Integrated Change in Project-Based Organizations: Case Study in the Belgian Armed Forces"

### ***SKILLS TRACK PRESENTATIONS***

ASEM has continued the skills track in which invited speakers will provide a workshop on specific subjects of interest to managers.

- "Writing for Fun, Profit, and Promotion"
- "Addressing Perception and Portrayal When Communicating Performance Information"
- "Integrating the Partnering Process into Project Management"
- "Adding Services to Your Product Offering? - A Managers Guide to the Development Problems"
- "Surviving a Layoff"
- "Project Management Skills Development: What is Needed from an Upper Management Perspective"

### ***PAPER PRESENTATIONS AND PROCEEDINGS***

Approximately 100 peer-reviewed papers will be presented and published in the conference proceedings in a variety of tracks: managing in a dangerous world, engineering management, engineering economy, green, project management, organizational change and culture, teams, modeling, information technology, supply chain, knowledge management, performance measurement, lean, and technology transfer and innovation.

### ***ACADEMIC PANELS***

Two academic-focused panels will be presented on:

- "Succeeding in Academia: Advice from the Trenches"
- "Succeeding in P&T: Advice from Department Chairs"

## ***SPECIAL EVENTS AND TOURS***

The Conference Committee has arranged a special tour of the Pentagon. A highlight of the Tour will be the renovation of Wedge 1 (where the plane hit), the Interior Memorial and Chapel, and a mock up of the Defense Publicity Room. Guides will highlight the Green Designs at the Pentagon (environmental sustainability) and other reconstruction that is underway in the remainder of the Pentagon to increase security and reduce energy requirements of the Pentagon.



Following the Pentagon tour, the group will head to Mount Vernon (the home of our first President, George Washington). En route to Mount Vernon, the buses will provide drive by views of some key area sites. At Mount Vernon, the conference attendees will be given a private tour of the Mount Vernon estate. Following the estate tour, the conference attendees will have a special candle-light dinner at Mount Vernon.

During the Conference, the Conference Committee has made arrangements for a number of optional tours for family members. While participants attend the technical sessions, vans will be provided to transport family members and guests to various tourist sites in the Greater Washington, D.C. area, including a special White House tour on Saturday morning.



**2004 ASEM DETAILED  
CONFERENCE SCHEDULE**  
*Managing in a Dangerous World*



**Wednesday, October 20, 2004**

12:00 – 5:30 pm     ASEM Board Meeting

12:00 – 5:00 pm     Registration

5:30 – 7:00 pm     Welcome Reception

**Thursday, October 21, 2004**

7:00 – 8:00 am     Engineering Management Honor Society Board of Directors Meeting (Breakfast)

8:00 – 9:15 am     Keynote Session  
Speaker: Admiral Bruce Englehardt, Director, Office of Budget  
*“The Problem: The Pentagon on 9/11”*

9:45 – 11:15 am     Technical Sessions

- Session H2.A. – Teams-1, Moderator: Dawn Utley
- Session H2.B. – Engineering Management-1, Moderator: Nesli Alp
- Session H2.C. – Project Management-1, Moderator: Greg Sedrick
- Session H2.D. – Engineering Economy-1, Moderator: Alicia Youngblood
- Session H2.E. – Managing in a Dangerous World-1, Moderator: Elliot Montes

Skills Workshop: Session H2.SW.1.  
*“Writing for Fun, Profit, and Promotion”*  
Ted Eschenbach, Ph.D., P.E., TGE Consulting  
John Whittaker, Ph.D., P.E., University of Alberta

- 11:30 – 1:00 pm Luncheon  
 Speaker: Allyn Kilsheimer, President, KCE Structural Engineers, P.C.  
*"The Resolution: Rebuilding the Pentagon (The Phoenix Project)"*
- 2:00 – 5:00 pm Engineering Management Department Chairs Meeting
- 2:00 – 9:00 pm Tour and Social Evening (incl. Spouse and Family)  
 Tour: Pentagon  
 Social Evening: Mount Vernon Dinner and Tour

### Friday, October 22, 2004

- 8:00 – 9:30 pm Technical Sessions
- Session F1.A. – Organizational Change and Culture-1, Moderator: Dawn Utley
  - Session F1.B. – Engineering Management-2 (Academic Programs), Moderator: Nesli Alp
  - Session F1.C. – Project Management-2 (Risk), Moderator: Paul Componation
  - Session F1.D. – Managing in a Dangerous World-2, Moderator: Kim Needy
- Skills Workshop: Session F1.SW.2.  
*"Addressing Perception and Portrayal When Communicating Performance Information"*  
 Garry D. Coleman, Ph.D., P.E., University of Tennessee and Transformation Systems, Inc.  
 Altyn Clark, Ph.D., P.E., Transformation Systems, Inc.
- Industrial Track: Session F1.IT.1.  
*"Community Involvement in Large Construction Projects (I-95, I-761, Rt. 42 Interchange)"*  
 Lou Robbins, Operations Manager for Dewberry Maryland Region, Dewberry
- 10:00 – 11:30 am Technical Sessions
- Session F2.A. – Teams-2, Moderator: Dawn Utley

- Session F2.B. – Engineering Management-3, Moderator: Dave Spurlock
- Session F2.C. – Modeling-1, Moderator: Gene Dixon
- Session F2.D. – Performance Measurement, Moderator: Garry Coleman

Skills Workshop: Session F2.SW.3.

*“Integrating the Partnering Process into Project Management”*

T. Roger Manley, Ph.D., Florida Institute of Technology

Wade H. Shaw, Jr., Ph.D., P.E., Florida Institute of Technology

Robert C. Manley, J.D., Alternative Dispute Resolution (ADR) Program, Department of the Navy's Office of the General Counsel

Industrial Track: Session F2.IT.2

*“Gaining Government Approvals and Permits on Large Construction Project (I-95, I-761, Rt. 42 Interchange)”*

Ileana Ivanciu, Business Unit Manager for Parsippany Environmental, Dewberry

12:00 – 1:30 pm

Luncheon

Speakers: Sam Bertolino, Dewberry, Project Manager of Pentagon Secure Bypass and Mike Sullivan, Head of Pentagon Renovation Program

*“The Prevention: Designing and Building the Pentagon Secure Bypass”*

2:00 – 3:30 pm

Technical Sessions

- Session F4.A. – Teams-3, Moderator: Pamela Knight
- Session F4.B. – Lean, Moderator: Luis Rabelo
- Session F4.C. – Modeling-2, Moderator: Greg Sedrick

Skills Workshop: Session F4.SW.4.

*“Adding Services to Your Product Offering? – A Manager's Guide to the Development Problems”*

Del Mank, Ph.D.

Industrial Track: Session F4.IT.3.

*"Managing Organizational Change in Engineering Organizations"*

Mark Wilson, CEO, Strategy Bridge International

Panel: Session F4.P.1.

*"Succeeding in Academia: Advice from the Trenches"*

Moderator: Kim Needy, Ph.D., University of Pittsburgh

Panelists:

Heather Nachtmann, Ph.D., University of Arkansas  
(Teaching)

Janis Terpenney, Ph.D., Virginia Tech (Research)

Tim Kotnour, Ph.D., University of Central Florida  
(Publishing)

Garry Coleman, Ph.D., P.E., University of Tennessee  
(Professional Society Involvement)

3:45 – 5:15 pm

Technical Sessions

- Session F5.A. – Organizational Change and Culture-2, Moderator: Julie Ryan
- Session F5.B. – Supply Chain Management, Moderator: Luis Rabelo
- Session F5.C. – Project Management-3, Moderator: Rafael Landaeta
- Session F5.D. – Knowledge Management, Moderator: Rick Groesbeck

Skills Workshop: Session F5.SW.5.

*"Surviving a Layoff"*

Gene Dixon, Ph.D., Principal Engineer, Westinghouse  
Savannah River Company

Panel: Session F5.P.2

*"Succeeding in P&T: Advice from Department Chairs"*

Moderator: Ted Eschenbach, Ph.D., P.E., TGE Consulting

Panelists:

William Daughton, Ph.D., University of Missouri-Rolla

John Farr, Ph.D., Stevens Institute of Technology

Resit Unal, Ph.D., Old Dominion University

5:45 – 6:45 pm

ASEM Annual Business Meeting (ASEM Members)

7:00 – 9:00 pm      Awards Dinner  
Speaker: H. Russell Griffith, President and CEO, Datatel  
*“Experiences in Managing Technology through People and Service”*

## Saturday, October 23, 2004

8:00 – 9:30 am      Technical Sessions

- Session S1.A. – Organizational Change and Culture-3, Moderator: Julie Ryan
- Session S1.B. – Systems Engineering, Moderator: Luis Rabelo
- Session S1.C. – Modeling-3, Moderator: Gene Dixon
- Session S1.D. – Engineering Economy-2, Moderator: Dave Spurlock
- Session S1.E. – Technology Transfer and Innovation, Moderator: Mario Beruvides

Skills Workshop: Session S1.SW.6.

*“Project Management Skills Development: What is Needed from an Upper Management Perspective”*  
A. Hardeman Seaborn, Jr., P.E., Barge, Waggoner, Sumner, and Cannon, Inc.

10:00 – 11:30 am    Spouse and Family Tour: The White House

10:00 – 11:30 am    Technical Sessions

- Session S2.A. – Organizational Change and Culture-4, Moderator: Julie Ryan
- Session S2.B.-- Engineering Management-4, Moderator: Tim Kotnour
- Session S2.C. – Project Management-4, Moderator: Garry Coleman
- Session S2.D. – Green, Moderator: Kim Needy
- Session S2.E. – Information Technology, Moderator: Mario Beruvides

Industrial Track: Session S2.IT.4.

*“Integrated Change in Project-Based Organizations: Case Study in the Belgian Armed Forces”*  
Cmdr. Geert Letens, Belgian Armed Forces

- 12:00 – 1:30 pm Closing Session and Luncheon  
Speaker: Michael E. Wetmore, Deputy Program Manager for  
Kennedy Space Center Space Shuttle Program, NASA  
*“Experience with the NASA Space Shuttle Program”*
- 1:30 pm ASEM Board Meeting
- 1:30 pm ASEM Committees and Working Groups