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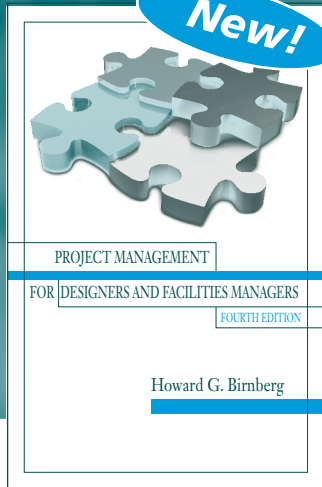
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### About the Author

**Howard G. Birnberg** is president of Birnberg & Associates, a management consulting and association management firm, and is executive director of the Association for Project Managers. He is presently serving as an instructor in project management at the University of California-Berkeley Extension and at Embry-Riddle Aeronautical University (Worldwide). For six years, he served as an instructor on project management in the Office of Executive Education at Harvard University and also as an adjunct assistant professor at Michigan State University. His research and articles regularly appear in professional journals, and he is currently serving as a columnist for *Civil & Structural Engineer* magazine. Mr. Birnberg holds a Bachelor of Science in Architecture degree from The Ohio State University and a Masters in Business Administration from Washington University in St. Louis.

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