

## STEPHEN R. LAWRENCE

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### Education

*Tepper School of Business (nee Graduate School of Industrial Administration), Carnegie-Mellon University, Pittsburgh PA.*

Ph.D. Operations Management (May 1988)  
M.S. Operations Management (May 1985)

*School of Engineering, Purdue University, Lafayette IN.*

M.S. Civil Engineering – Urban Planning (May, 1975)  
M.S. Engineering Sciences (December, 1974)  
B.S. Engineering Sciences (December, 1973)

### Academic Experience

*Associate Professor of Operations Management, Leeds School of Business, University of Colorado, Boulder CO, August 1996 to present*

*Family of Robert H. and Beverly A. Deming Professor of Entrepreneurship, February 2000 to June 2004 (resigned to take Interim Dean position)*

*Assistant Professor of Operations Management, College of Business and Administration, University of Colorado, Boulder CO, July 1993 to July 1996*

*Assistant Professor of Operations and Manufacturing Management, John M. Olin School of Business, Washington University, St. Louis MO, August 1987 to June 1993*

*Lecturer, Graduate School of Industrial Administration, Carnegie-Mellon University, Pittsburgh PA, September 1985 to June 1987 (part-time)*

*Instructor, College of General Studies, University of Pittsburgh, Pittsburgh PA, 1984 and 1985 (part-time)*

### Research, Visiting, and Courtesy Appointments

*Fellow, Renewable & Sustainable Energy Institute, University of Colorado, 2010–present*

*Associated Faculty, Environmental Studies, University of Colorado, 2008-present*

*Affiliated Faculty, Silicon Flatirons, Law School, University of Colorado, 2007-present*

*Visiting Professor of Technology Entrepreneurship, Universität Regensburg, Germany, May-Jul 2007*

*Visiting Assoc. Professor of Operations Management, National University of Singapore, Jan-Apr 2007*

*Visiting Professor of Entrepreneurship, Instituto de Empresa, Madrid, Spain, Sep-Dec 2006*

*Visiting Professor, Aarhus School of Business, Aarhus, Denmark, Aug 2006*

## Administrative Experience

*Chair*, Division of Management and Entrepreneurship, August 2008–June 2010  
*Academic Director*, Deming Center for Entrepreneurship, August 2007–present  
*Interim Dean*, Leeds School of Business, July 2004–July 2005  
*Associate Dean for Academic Programs*, Leeds School of Business, November 2003–July 2005  
*Doctoral Program Coordinator*, Systems Division, Leeds School of Business, 2001–2003  
*Faculty Director*, Center for Business Education, Leeds School of Business, 2000–2005.  
*Interim Director*, MBA Programs, CU College of Business, May–Oct 2001  
*Faculty Chair*, Executive MBA Program, University of Colorado, 1997–2000  
*Interim Chair*, Management Division, CU College of Business, July 1998–June 1999

## Industrial Experience

*Vice President of Operations*, Teetor Casting Company, DeKalb IL, 1978 –1983  
*Manager – Quality Assurance*, Teetor Casting Company, DeKalb IL, 1977 – 1978  
*Industrial Sales Engineer*, Toledo Scale Company, Chicago IL, 1975 –1977

## Research Awards and Grants

2007 Best Paper Award, *Decision Sciences* journal, November 2007  
*Highly Commended paper award*, POMS/EurOMA Service Operations Conference, July 2007  
*CU College of Business Competitive Summer Research Grant* (entrepreneurship), 1998, 1999  
*C. George Van Kempen Entrepreneurship Scholar*, 1997–1998  
*CU College of Business Competitive Summer Research Grant*, 1995  
*Best Advanced Applications Paper*, 21st Hawaiian International Conference on Systems Science, 1988  
*IBM Graduate Predoctoral Fellowship* (manufacturing), 1986/87  
*William Larimer Mellon Ph.D. Fellowship*, September 1983 to August 1986

## Sponsored Research

Online Women & Entrepreneurship Program, *Eurasia Foundation*, 2008 (\$250,000)–develop an online website to encourage and train women in Iran for entrepreneurship.  
Sponsored research grant, *netLibrary*, 1999 (\$32,000)

## Refereed Journal Publications

LaGanga, L.R. and S.R. Lawrence, “Appointment Overbooking in Health Care Clinics to Improve Patient Service and Clinic Performance,” forthcoming in *Production and Operations Management*, 2012.

Laganga, L. and S. Lawrence, “Clinic Overbooking to Improve Patient Access and Increase Provider Productivity,” *Decision Sciences* 38(2), May 2007, 251–276.

- Recipient of 2007 Best Paper Award from the *Decision Sciences* editorial staff

Connaway, L., and S. Lawrence, “Comparing Library Resource Allocations for the Paper and the Digital Library,” *D-Lib Magazine* 9(12), <http://www.DLIB.org>, December, 2003.

Lawrence, S., L. Connaway, and K Brigham, “Life Cycle Costs of Library Collections: Creation of Effective Performance and Cost Metrics for Library Collections,” *College & Research Libraries*, November 2001.

Lawrence, S.R. and S.E. Sewell, “Heuristic versus Optimal Schedules when Processing Times are Uncertain,” *Journal of Operations Management* 15, 1997, 71–82

- Lawrence, S.R., “Estimating Flowtimes and Setting Due-Dates in Complex Production Environments,” *IIE Transactions* 27(4), 1995, 657–668
- Lawrence, S.R., and A.H. Buss, “Economic Analysis of Production Bottlenecks,” *Mathematical Problems in Engineering*, 1995
- Buss, A.H., and S.R. Lawrence, “Mean Variance Interaction in Process Improvement and Capacity Design,” *IIE Transactions* 27(3), 1995, 339–347
- Lawrence, S.R., “Negotiating Due-Dates between Customers and Producers,” *International Journal of Production Economics* 37(1), 1994, 127–138
- Lawrence, S.R. and A.H. Buss, “Shifting Production Bottlenecks: Causes, Cures, and Conundrums,” *Production and Operations Management* 3(1), Winter 1994, 21–37
- Buss, A.H., S.R. Lawrence, and D.H. Kropp, “Volume and Capacity Interaction in Facility Design,” *IIE Transactions* 26(4), Jul 1994, 36–49
- Lawrence, S.R., and T.E. Morton, “Resource-Constrained Multiproject Scheduling with Tardy Costs,” *European Journal of Operational Research* 64(2), Jan 1993, 168–187
- Lawrence, S.R., and M.J. Rosenblatt, “Introducing International Issues into Operations Management Curricula,” *Production and Operations Management* 1(1), 1992, 103–117
- Lawrence, S.R., “Scheduling A Single Machine to Maximize Net Present Value,” *International Journal of Production Research* 29(6), 1991, 1141–1160
- Morton, T.E., S.R. Lawrence, S. Rajagopalan, and S. Kekre, “Sched-Star: A Price-Based Shop Scheduling Module,” *Journal of Manufacturing and Operations Management* 1(2) (now *International Journal of Production Economics*), 1988, 131–181

## Book Chapters

- Lawrence, S.R., “Retail pricing structures,” Chapter 9 in *Smart Grid Deployment in Colorado: Challenges and Opportunities*, Doran, Barnes, & Pasrich, eds. Colorado Governor’s Energy Office, June 2010.
- Lawrence, S.R., “Workforce development,” Chapter 10 in *Smart Grid Deployment in Colorado: Challenges and Opportunities*, Doran, Barnes, & Pasrich, eds. Colorado Governor’s Energy Office, June 2010.
- Lawrence, S.R., “Pollution,” in *Encyclopedia of Business Ethics and Society*, R. Kolb (editor), Sage Publishing, 2007.
- Lawrence, S.R. and A.H. Buss, “Excess Capacity and International Production Arbitrage,” in *Advanced Manufacturing Systems: Strategic Management and Implementation*, J. Sarkis (editor), 1999
- Mausser, H.E. and S.R. Lawrence, “Exploiting Block Structure to Improve Resource-Constrained Project Schedules,” *Metaheuristics 1995: State of the Art*, F. Glover, I. Osman, and J. Kelley (editors), Kluwer, Maryland, 1995
- Bayer, J., S.R. Lawrence, and J. Keon, “PEP: An Expert System for Promotion Marketing,” Chapter 9, *Applied Expert Systems*, E. Turban and P.R. Watkins (eds.), North Holland, New York, 1988, 121 – 141

## Refereed Proceedings

- LaGanga, L.R. and S.R. Lawrence, “Clinic No-Shows and Overbooking: Reflections and New Directions in Appointment Yield Management,” *Proceedings of the 2008 Decision Sciences Institute National Conference*, Baltimore MD, November 2008.

- LaGanga, L.R. and S.R. Lawrence, "Yield Management in Health Care Clinics with Walk-In Traffic," *Proceedings of the 2008 EurOMA Conference*, Groningen, Netherlands, June 17, 2008.
- LaGanga, L.R. and S.R. Lawrence, "Appointment Scheduling with Overbooking to Mitigate Productivity Loss from No-Shows," *Proceedings of the 2007 Decision Sciences Institute National Conference*, Phoenix, AZ, November 19, 2007.
- LaGanga, L.R. and S.R. Lawrence, "An Appointment Overbooking Model to Improve Client Access and Provider Productivity," *Proceedings of the New Challenges in Service Operations*, POMS College of Service Operations and EurOMA, London Business School, London UK, July 12, 2007.
- Received a "Highly Commended" paper award
- Lawrence, S.R., "Interaction of Due-Dates and Dispatch Rules in Single-Stage Production Settings," *Proceedings of the 1995 Decision Sciences Institute National Conference*, Boston MA, November 1995
- Lawrence, S.R. and S.E. Sewell, "Comparing Heuristic and Optimal Schedules with Stochastic Processing Times," *Proceedings of the 1994 Decision Sciences Institute National Conference*, Honolulu HI, November 1994.
- Lawrence, S.R., "Critical Factors in the Globalization of Service Operations," in the collected papers of the *Symposium on Globalization of Operations Management*, Georgetown University, May 1993
- Lawrence, S.R. and A.H. Buss, "Shifting Bottlenecks: Causes and Cures," *Proceedings of the 1992 Decision Sciences Institute National Conference*, 1992
- Lawrence, S.R., "Introducing Global Issues into Operations Strategy Curricula," *Papers of the Invited Workshop on Teaching Manufacturing Strategy*, 23rd Annual Meeting of the Decision Sciences Institute, San Francisco CA, Nov 22, 1992
- Lawrence, S.R. and M.J. Rosenblatt, "Introducing Global Issues into Operations Management Teaching," *Proceedings of the Eleventh Annual Meeting of the International Conference on Production Research*, Hafai, China, August 1991
- Prietula, M.J., S.R. Lawrence, and D.P. Greene, "Task-Centered Research: Understanding, Augmenting, and Discovering Managerial Expertise," *Proceedings of the 21st Hawaiian International Conference on Systems Science*, IEEE Computer Society Press, January 1988. Received award as Best Advanced Applications paper
- Lawrence, S.R. and T.E. Morton, "Patriarch: A Hierarchical Production Scheduling System," *Proceedings of the Symposium on Real Time Optimization in Automated Manufacturing Facilities*, National Bureau of Standards, Gaithersburg MD, 1986

## Work in Progress

- Ganguly, S., and S. Lawrence, Emergency room staff scheduling to improve service while reducing costs, work-in-progress, 2011.
- Johnson, R., S. Ganguly, S. Lawrence, and P. Komor, "Carbon and Cost Implications of Smart Grid Deployment," working paper, 2011.
- LaGanga, L.R. and S.R. Lawrence, "Walk-in and Open Access versus Traditional Appointment Scheduling in Health Care Clinics," in progress, 2011.

## Recent Presentations

- Ganguly, S. and S. Lawrence, *Smart Grids and Wind Integration: Evaluating Impacts on Emissions and Costs*, INFORMS Annual Meeting, San Antonio, Texas, November 8, 2010.
- LaGanga, L., and S. Lawrence, *Appointment Scheduling: Evaluating the Robustness of Models*, INFORMS Annual Meeting, San Antonio, Texas, November 9, 2010.

LaGanga & Lawrence (DSI 2009). *Service Appointment Scheduling with Walk-In, Short-term, and Traditional Scheduling*, Decision Sciences Annual Conference, New Orleans, November 15, 2009.

LaGanga & Lawrence (INFORMS 2009). *Appointment Scheduling with Variable Service Times*. INFORMS Annual Conference, San Diego, October 14, 2009.

LaGanga & Lawrence (MAYO 2009). *Lean Options for Walk-In, Open Access, and Traditional Appointment Scheduling in Outpatient Health Care Clinic*. Mayo Clinic Conference on Systems Engineering & Operations Research in Health Care. Rochester MN, August 17, 2009.

*Flexible and Robust Business Strategies for an Uncertain Energy Future*, with Tim Smunt, Production and Operations Management Annual Conference, Orlando FL, May 1, 2009.

*Economic and Carbon Impacts of Utility Smart Grid Systems*, with Subhamoy Ganguly and Rebecca Johnson, Production and Operations Management Annual Conference, Orlando FL, May 2, 2009.

*Clinic No-Shows and Overbooking: Reflections and New Directions in Appointment Yield Management*, with Linda LaGanga, 2008 Decision Sciences Institute National Conference, Baltimore MD, November 2008.

*Demand Management in Health Care Clinics with Variable Service Times*, with Linda LaGanga, INFORMS Annual Conference, Washington DC, October 15, 2008.

*Yield Management in Health Care Clinics with Open Access Scheduling*, with Linda LaGanga, INFORMS Annual Conference, Washington DC, October 13, 2008.

*Yield Management in Health Care Clinics with Walk-In Traffic*, with Linda LaGanga, 2008 EurOMA Conference, Groningen, Netherlands, June 17, 2008.

*Near Optimal Appointment Overbooking to Improve Client Access and Server Productivity*, with Linda LaGanga, INFORMS Annual Conference, Seattle WA, November 7, 2007.

*Appointment Scheduling with Overbooking to Mitigate Productivity Loss from No-Shows*, with Linda LaGanga, Decision Sciences Institute Annual Conference, Phoenix, AZ, November 19, 2007.

*An Appointment Overbooking Model to Improve Client Access and Provider Productivity*, New Challenges in Service Operations Conference, POMS College of Service Operations and EurOMA, London Business School, London UK, July 12, 2007.

*Appointment Scheduling with Overbooking to Improve Patient Access and Provider Productivity*, with Linda LaGanga, Joint INSEAD-NUS-NTU-SMU OM/MS Symposium, National University of Singapore Business School, Singapore, 20 April 2007.

*Clinic Overbooking to Improve Patient Access and Increase Provider Productivity*, with Linda LaGanga, Instituto de Empresa, Madrid, Spain, October 2006.

*Overbooking of Clinical Appointment Schedules with Wave Heuristics*, with Linda LaGanga, DSI Annual Meeting, San Antonio TX, November 2006.

*Using Boosting and Bagging Methods with Neural Networks to Improve Flow Time Prediction*, with Rahul Patil, INFORMS annual meeting, San Francisco CA, November 2005.

*Clinical Appointment Scheduling with Overbooking*, with Linda LaGanga, DSI Annual Meeting, Boston, MA, November 2004

## **Teaching Grants, Awards, and Recognition**

German Academic Exchange Service (DAAD) teaching fellowship; \$20,000; Summer 2007.

Dean's Award for Teaching Excellence, Graduate School of Business, Univ. of Colorado, June 2001

MBA Teaching Excellence Award, Graduate School of Business Admin, Univ. of Colorado, May 2000

Nominee – Franscona Teaching Excellence Award, College of Business, Univ. of Colorado, 2000

Tisone Teaching Scholar, College of Business, Univ. of Colorado, 1998–1999

Finalist – Franscona Teaching Excellence Award, College of Business, Univ. of Colorado, 1995

Instructional Technology Resource Center (ITRC) Individual Course Development Grant, CU, 1995  
Cited as an “Outstanding Faculty” member in *The Best Business Schools*, McGraw-Hill, New York, 1993  
MBA Teacher of the Year, Washington University, 1991, 1992  
Apple for the Teacher Award. College of General Studies, University of Pittsburgh, 1984, 1985

## Teaching Experience

*Leeds School of Business*, University of Colorado, Boulder CO

- Commercializing Sustainable Energy Technologies (MS); 2009, 2010
- Operations Models (PhD); 2009
- Sustainable Business Venturing (MBA); 2008, 2009
- International Operations Management (MBA); 2008, 2009
- Entrepreneurship (MBA); 2008
- Operations Management (Executive MBA); 1994–2006, 2008–present
- International Operations (undergraduate); 2006, 2008
- Assessing Sustainable Energy Technologies (MS, undergraduate); 2006
- Business Process Design (undergraduate); 2006
- Decision Modeling and Operations Management (ProMBA, MBA); 2001–2004
- Bootstrap Tactics for Entrepreneurs (MBA); 2002, 2003
- Survey of Operations Research (MBA, PhD); 2000–2002
- Systems Doctoral Proseminar (PhD); 2001–2003
- Business Plan Preparation (undergraduate, MBA); 1995–2000
- Managing Process Technologies (MBA); 1994–2000
- Adding Value with Management (undergraduate large sections); 1997, 1998
- Operations Management (undergraduate megasections); 1994–1995
- Operations Strategy (MBA); 1993–1995

*International Teaching*

- International Entrepreneurship (MBA); ESSAM, Aarhus, Denmark; Jul 2009
- Technology Management (MS); Universität Regensburg, Germany; 2008
- Business Plan Preparation (MS); Universität Regensburg, Germany; 2008
- Operations Strategy (MBA); National University of Singapore; 2008
- Managing Process Technology (MBA); National University of Singapore; 2008
- Technology Venturing (Intl MBA); Instituto de Empresa, Madrid; 2007
- Entrepreneurship I (Int'l MBA); Instituto de Empresa, Madrid; 2007
- Technology Management (MS); Aarhus Business School, Denmark; 2007

*John M. Olin School of Business*, Washington University, St. Louis MO:

- Operations Strategy (MBA); 1990–1993
- Operations Management (MBA); 1987–1993
- International Operations (mixed), London Summer Program; 1992
- Manufacturing Strategy Seminar (Executive); 1989–1992
- Production Planning and Control (MBA); 1988
- Quantitative Methods for Managers (MBA); 1988

*Graduate School of Industrial Administration*, Carnegie-Mellon University, Pittsburgh PA:

- Management Decision Making (MBA); 1985–1987
- Quantitative Skills Review Program (MBA); 1986, 1987
- Introduction to Operations Research (MBA); 1986
- Mathematical Methods for Management Science (MBA); 1986

- Doctoral Survey of Operations Research (PhD); 1985

*College of General Studies, University of Pittsburgh, Pittsburgh PA:*

- Operations Management (undergraduate); 1985
- Management Science (undergraduate); 1984

## **Graduate Student Supervision**

Doctoral Thesis Chair, Rebecca Johnson, Environmental Studies, Univ of Colorado, 2010

- *Carbon and Economic Trade-Offs in Smart Grid Programs*

Doctoral Thesis Chair, Keith Stockton, Environmental Studies, Univ of Colorado, 2009

- *Government-to-Private Sector Energy Programs: Identification of Common Elements Leading to Successful Implementation*

Doctoral Thesis Chair, Linda LaGanga, Leeds School of Business, Univ of Colorado, 2006

- *Clinical Appointment Scheduling: The Cost of No-Shows and the Value of Overbooking*

Doctoral Thesis Chair, Rahul Patil, Leeds School of Business, Univ of Colorado, 2006

- *Improved Techniques for Due Date Quotation in Realistic Production Environments*

Doctoral Thesis Committee, Gyung Jung, Leeds School of Business, Univ of Colorado, 2003

Masters Thesis Committee, Robert Patterson, Engineering Mgmt, Univ of Colorado, May 2002

Masters Thesis Committee, Witt Sparks, Engineering Mgmt, Univ of Colorado, May 2002

Masters Thesis Committee, John Zimmerman, Engineering Mgmt, Univ of Colorado, May 2002

Masters Thesis Committee, Joline Robertson, Engineering Mgmt, Univ of Colorado, May 2002

Masters Thesis Committee, William Garrett, Engineering Mgmt, Univ of Colorado, May 2001

Doctoral Thesis Committee, Kerry Paige, Graduate School of Business Admin, Univ of Colorado, 1999

Doctoral Thesis Committee, Balu Rangaswamy, Grad School of Business Admin, Univ of Colorado, 1997

Doctoral Thesis Committee, Nancy McQuillan, Grad School of Business Admin, Univ of Colorado, ABD

Doctoral Thesis Committee, Helmut Mausser, Graduate School of Business Admin, Univ of Colorado, 1995

Master's Thesis Committee Member, Ray F.X. Rumawas, Civil Engineering, Univ of Colorado, 1994

## **Recent Independent Study Supervision**

Charles Block (MS ENVS)–*Sustainable Energy* (Fall 2009)

Nicholas Woodward (undergraduate)–*Sustainable Energy* (Spring 2006)

Jeff Sterett (undergraduate)–*Sustainable Energy* (Spring 2006)

Bryan Chojnowski (MBA)–*ISO Certification at NSN Network Services* (Fall 2000)

Don Atchison (MBA)–*Business Plan Execution* (Fall 2000)

Jennifer Walsh (MBA)–*Operations Performance Measurement* (Spring 1999)

Levi Martinez (MBA)–*Theory of Constraints* (Spring 1998)

Jeffrey Davis (MBA)–*Operations Strategy* (Fall 1997).

Tamara St. Germain (Senior) – *Business Plans for Non-Profit Organizations* (Spring 1996).

Inchul Suh (PhD) – *Survey of Operations Research* (Fall 1995)

Stefan Hertrich (undergraduate) – *Business Plan Preparation* (Summer 1995).

## **Professional Activities**

Invited Session Chair, INFORMS annual meeting, San Diego, 2009.

Cluster Chair, INFORMS annual meeting, Denver CA, 2003

Associate Editor, *Production and Operations Management*, 2001–2003

Chair, POM/Manufacturing Track, DSI National Conference, San Diego, November 2002

Chair, Entrepreneurship Theme, DSI National Conference, San Francisco, November 2001  
 Session Chair, discussant, and paper reviewer, DSI National Conferences, 1999–2000  
 Member, Program Committee, Decision Sciences Institute, 1996–1998  
 Chair, Program Evaluation Subcommittee, Decision Sciences Institute, 1997  
 Chair, Environmental Management Theme, DSI National Conference, Orlando FL, November 1996  
 Invited Paper Session Chair, Estimating Leadtimes and Setting Production Due-Dates, INFORMS Spring Conference, Los Angeles CA, April 1995  
 Session Chair, Process Design, DSI National Conference, Honolulu HI, November 1994  
 Track Chair, International Business track, DSI National Conference, Washington DC, November 1993  
 Member, Doctoral Student Affairs Committee, Decision Sciences Institute, 1992 – 1994  
 Session Chair, Leadtime and Bottleneck Analysis in Manufacturing, ORSA/TIMS, Anaheim CA, Nov 1991  
 Invited Paper Session Chair, Economic Scheduling, TIMS/ORSA Annual Meeting, Las Vegas NV, 1990  
 Session Chair, Scheduling Applications, ORSA/TIMS Annual Meeting, Denver CO, October 1988  
*Ad hoc* referee for *Management Science*, *Operations Research*, *IIE Transactions*, *Naval Logistics Research*, *Journal of Operations Management*, *POM Journal*, *IEEE Transactions on Engineering Management*, *International Journal of Flexible Manufacturing Systems*, *Journal of Intelligent Manufacturing*, *National Science Foundation*

## Service

### *University of Colorado at Boulder*

- CU Study Abroad Committee, Fall 2010–present
- Internal Reviewer, Department of Civil, Environmental, and Architectural Engineering, Spring 2011
- CU Information, Communication, and Technology Committee, Fall 2010
- CU Energy Initiative Steering Committee, AY 2009-2010
- CU ATLAS Committee, member, 1997–1999
- CU Executive MBA Program, faculty chair, 1997 to 2000

### *Leeds School of Business, University of Colorado at Boulder*

- Chair, International Studies Committee, Fall 2010–present
- Leeds Executive Committee, 2008–2010
- Chair, Deming Center Steering Committee, 2007–2008
- Co-Chair, Undergraduate Curriculum and Policy Committee, AY 2005–2006
- Interim Dean, July 2004–July 2005
- Associate Dean for Programs, 2003–2005
- Leeds Executive Committee, elected member, 2002–2004, 1999–2001, 1996–1998
- Leeds Planning Task Force, Spring 2003
- Leeds Corporate Awards Committee, 2002
- Chair, Special Programs Committee, 1999–2002
- Dean’s Policy Committee, 1999–2002
- CU Administrator’s Appraisal Committee, 2001–2002
- External Relations Committee, 2000–2002
- Masters Curriculum and Policy Committee, 1999–2000
- Dean Search Committee, member, 1997–1998 and 1998–1999
- Objectives and Resources Task Force, member, 1998–1999
- Technology Committee, member 1998–1999, chair 1997–1999
- Teaching Excellence Committee, member, Summer 1997 to Spring 1998
- BCOR 2050/2150 Course Design Committee, chair, 1995–1997
- Undergraduate Curriculum Committee, member, 1994–1997
- Management Division Strategy Committee, member, 1994–1997
- Undergraduate Core Curriculum Committee, member, January to April 1994

*Management & Entrepreneurship Division, University of Colorado at Boulder*

- Division Chair, 2008–2010
- Executive Committee, member, 1997–2010 (including time with Systems Division)
- Interim Division Chair, 1998/99

*John M. Olin School of Business, Washington University, St. Louis MO*

- Academic Review Committee (September 1989 to June 1992)
- International Library Committee (September 1989 to September 1990)
- University Teaching Center Committee (October 1988 to May 1989)

## **Consulting**

Sun Microsystems (2002)–policy deployment

Advance Surface Finishing (2002)–policy deployment

First National Bank of Colorado (2002)–policy deployment

PeopleIKNOW (2001)–market forecasting

K-Group, Inc. (2000)–policy deployment

netLibrary.com (1998)–business plan preparation

InfoMaster, Inc. (1997)–business plan preparation

Vail Resorts (1998)–personnel database

ACX Technologies (1996)–expert witness on production technology

Barden Bearings, Danbury, CT. (1992)–operations assessment

F.A.G. Corporation, Joplin, MO. (1992)–operations assessment

MEMC Electronic Materials Company, Saint Peters, MO. (1990)–production assessment

## **Professional Affiliations**

Institute for Operations Research and Management Science (INFORMS)

Production and Operations Management Society (POMS)

Decision Sciences Institute (DSI)

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