

Edward D. Arnheiter, Ph.D.

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EDUCATION

Ph.D., Industrial Engineering & Operations Research, Production Systems Concentration,
University of Massachusetts Amherst.

Master of Science, Engineering Management, Quality Control & Reliability Concentration,
University of Massachusetts Amherst.

Bachelor of Science, Mechanical Engineering, Union College (NY).

CERTIFICATIONS

- Certified Quality Engineer (CQE), American Society for Quality (ASQ), June 2, 1990, Certification Number 21576.
- Lean Six Sigma Master Black Belt, Variance Reduction International (VRI), Inc., The Woodlands, TX, April 2012.

ACADEMIC APPOINTMENTS

- **University of California, Davis**, Graduate School of Management
Lecturer June 2022 - Present
- **Keck Graduate Institute**, Riggs School of Applied Life Sciences
Adjunct Professor Sept 2016 - June 2020
Professor of Practice July 2020 - present
- **Drexel University**, Decision Sciences and MIS
Clinical Professor Sept 2011 – Aug 2016
Clinical Professor Sept 2019 – present
- **University of the Pacific**, Eberhardt School of Business
Assistant Professor of Operations Management (Tenure-Track) Sept 2016 – Aug 2020
- **Quinnipiac University**, School of Business
MBA Director & Graduate Faculty Aug 2010 - Aug 2011
- **Rensselaer Polytechnic Institute**, Lally School of Management
and Technology (joint appointment with Decision Sciences and
Engineering Systems)
Clinical Associate Professor May 1998 - Aug 2010

EXPERIENCE IN HIGHER EDUCATION

Teaching

- Extensive experience teaching graduate and undergraduate courses in both management and engineering programs.
- Extensive on-line teaching experience using both synchronous and asynchronous format.
- Experience with learning management systems including Blackboard, Canvas, and Sakai.
- Designed and taught graduate engineering science course in renewable energy technology and sustainability, Sept 2009 - Aug 2010.
- Experience teaching courses in executive graduate programs (M.S. Management and MBA).
- Created course content, arranged eight corporate site visits, and led MBA cohort studying in Singapore, May 12-26, 2018.
- Faculty Advisor, Team Master's Project, Keck Graduate Institute, 2019 – 2023. Client companies include Atara Biotech, Genentech, Gilead Sciences, Macrogenics, and Abzena.

Administrative

- *Teaching Fellow*, Center for Innovation in Teaching and Learning (CITL), LeBow College of Business, Drexel University, Aug 2022 – Aug 2023.
- Assurance of Learning Director, Eberhardt School of Business, Aug 2017 – Aug 2020.
- Curriculum Committee member, University of the Pacific, Jan 2017 – Aug 2020.
- M.S. Business Analytics Task Force, University of the Pacific, Feb 2017 – Aug 2020.
- Coordinated Assurance of Learning data collection and reporting for Drexel University Sacramento campus, AACSB reaffirmation of accreditation self-study report, Oct 2013 - Jan 2015.
- Managed student research in renewable energy technology at wind farm, solar power plant, hydropower plant, and conventional steam power plant, near Rome, Italy, Jan - Aug 2010.
- Managed student projects at Alstom wind turbine manufacturing facility, Bunuel, Spain, Aug 2008.
- Faculty Coordinator, International Scholars Program, M.S. with focus in Energy Technology (Rome and Shanghai), Sept 2009 - Aug 2010.
- Faculty Coordinator, Executive Master's Program, Singapore visit, Sept 2009 - Aug 2010.
- Associate Director, Rensselaer Center for Lean Studies, Jan 2005 - Aug 2010.
- Master's Project advisor (M.S. Management), Supervised 48, 3-credit projects (1998 - 2010).
- Faculty Coordinator, M.S. Management, Lean Services cohort program, fall 2007 - fall 2009.
- Faculty Coordinator & Advisor, MassMutual Financial Group cohort program, 2006 - 2009.
- Faculty Senate, Rensselaer Polytechnic Institute, May 2007 - May 2009.
- Managed academic elements for International Scholars Program, Barcelona, Spain, including guest speakers and company visits, Jan - Aug 2008.

- Faculty Director, Innovation and Corporate Entrepreneurship Fellows Program, 2007.
- Business school competitive benchmarking advisor, Feb 2002 - March 2005.

Courses Taught

University of Massachusetts Amherst (as graduate student, 1993 - 1997)

- Advanced Management of Quality (Graduate)
- The Management and Control of Quality (Undergraduate)
- Statistics for Managers (Undergraduate)
- Special Topics in Quality Management (Undergraduate)
- Production and Operations Management (Graduate)

Rensselaer Polytechnic Institute (1998 - 2010)

- Manufacturing Systems Management
- Management of Quality, Processes and Reliability
- Quality Management
- Competitive Advantage and Operations Strategy
- Operations Management
- Management of Technical Projects
- Managing New Product Development
- Managing Supply Networks
- Decision Sciences in Operations Management (Executive MBA)
- Quality Control and Reliability
- Lean Strategies for Manufacturing and Service (including Executive Master's Program)
- Operations Strategy
- Networks, Innovation and Value Creation
- Creating and Managing Enterprises (**Barcelona, Spain**, Summer 2008)
- Introduction to Energy Technologies and Analysis (**Rome**, Summer 2010)

Quinnipiac University (2010 - 2011)

- International Business Consultation & Planning (Graduate course to **Nicaragua**, Jan 2011)
- Managing People and Organizations
- The Power and Politics of Communication (online graduate course)

Drexel University (2011 - 2016)

- Business Statistics I and II (undergraduate and graduate)
- Operations Management (undergraduate and graduate)
- Managerial Decision Models and Simulation (graduate)
- Business Analytics for Managers (Graduate)

Drexel University (Fall 2019 - Present)

- Quality & Six Sigma (graduate)
- Business Statistics (graduate and undergraduate)
- Business Analytics (graduate)
- Operations & Supply Chain Management (graduate)

University of the Pacific (2016 - 2020)

- Operations Management (undergraduate)

- Managing Quality and Productivity (graduate)
- Data and Decisions (graduate)
- Global Business Competition (MBA cohort – **Singapore**, Summer 2018)

Keck Graduate Institute (2016 - Present) – The Claremont Colleges Consortium

- Business Operations
- Supply Chain Management and Biotech Operations
- Medical Device Production
- Medical Device Quality Control

University of California, Davis (Summer 2015 – Present)

- Math Camp and Quantitative Fundamentals instructor (MBA Program).
- Managing for Operational Excellence (MBA course – Winter 2022, Fall 2022, Fall 2024)
- Data Analysis for Managers (Fall 2023)

BUSINESS EXPERIENCE

Full-time Industry Positions Held

- *Titleist and Foot Joy*, Quality Manager
- *Spalding Sports*, Senior Quality Engineer (including supervisory responsibility)
- *GE Ordnance Systems Division*, Quality Engineer
- *Beloit Corporation, Jones Division*, Industrial Engineer
- *Condec Corporation, ConDiesel Division*, Manufacturing Engineer

Highlights

- Managed all aspects of eight-person department including hiring and developing staff, strategic planning, and coordination of all new initiatives and improvement projects.
- Managed six-person department responsible for domestic and foreign component suppliers, field test facilities, and in-house product testing operation.
- Coordinated construction of new field-testing facility, including construction process, equipment installation and layout, and calibration.
- Provided technical guidance to component suppliers located in Cardiff, Wales (high-precision machined beryllium), Toluca, Mexico (investment castings), and China (investment castings).

Consulting Positions

- *ARGO-EFESO Consulting*, Senior Consultant, Operational Excellence, 2019 – present.
- *Variance Reduction International (VRI)*, Senior Consultant, 2012 – 2018.
- *Arnheiter Consulting LLC*, Principal Consultant, 2000 – present.

Consulting Clients and Description of Work

- *Selko (a Nutreco Company)*, Indianapolis, IN; Managed three process improvement teams, over a 10-week period, as part of Operational Excellence initiative, Sept – Dec 2022. Contractor for EFESO Consulting.
- *Arkema*, King of Prussia, PA; Continuous improvement program trainer (through *Drexel Executive Education*), Jan 2022 – present.

- *MilliporeSigma*, Jaffrey, NH; Improved production throughput by analyzing value stream and attacking bottlenecks. August – Oct 2021. Contractor for EFESO Consulting.
- *Kerry*, Affton, MO; Setup reduction analysis on light syrup line, August 2019. Contractor for EFESO Consulting.
- *Texas Manufacturing Assistance Center (TMAC)*, McAllen, TX; Lean Sigma Black Belt instructor, June - July 2018. Contractor for VRI.
- *CrescentCare Health, New Orleans*; Lean Sigma green belt training and mentoring for physicians and staff, July – Aug 2016. Contractor for VRI.
- *Chevron*; Lean Sigma Mentor - Advised and supported 14 Green Belt projects in Richmond, CA, and California Central Coast for the Chevron Environmental Management Company (EMC), May 2014 – Jan 2016. Contractor for VRI.
- *Chevron*; Lean Sigma Instructor - taught Green Belt classes in San Ramon, CA, Bakersfield, CA, and Houston, TX, 48 class-days from March 2013 – November 2014. Contractor for VRI.
- *Connecticut Quality Council*, East Hartford, CT; Instructor, “Quality Management Certificate Program”, and various other workshops (1998 - 2013).
- *Covidien*, North Haven, CT; Production Part Approval Process training (2010).
- *Scapa Group*, Windsor, CT; Training on Lean-Six Sigma (2008).
- *Sennheiser Corporation*, Old Lyme, CT; Training on quality and lean management (2008).
- *Gerber Scientific*, South Windsor, CT; Quality management training (2007).
- *Amgraph*, Baltic, CT; Lean management workshops (2006).
- *Defense Contract Management Agency*, Hartford, CT; Supply chain workshop (2006).
- *Ensign Bickford Aerospace and Defense Company*, Simsbury, CT; Kaizen event facilitator, and lean management training sessions (2006).
- *Siemon Company*, Watertown, CT; Training on lean management and value stream mapping facilitation and development (2006).
- *Advo, Inc*, Windsor, CT; Held training sessions on value stream mapping (2005).
- *Otis Elevator Company*, Farmington, CT; Development of global supply chain strategy, market trend analysis and benchmarking (2001-2003).
- *United Technologies Corporation*, Farmington, CT; Quality engineering (2002).
- *JDS Uniphase*, Bloomfield, CT; Training on acceptance sampling techniques (2000).
- *Saint-Gobain Industrial Ceramics*, Worcester, MA; Statistical data analysis and process improvement (2000).
- *Great Bay Tool Corporation*, Hyannis, MA; Created inspection plans for incoming material and supplier quality program (1995).
- *Titleist and Foot-Joy Worldwide*, Fairhaven, MA; Process analysis, design of experiments, process improvement (summers 1994 & 1995 while attending graduate school).

REFEREED PUBLICATIONS

1. “Measuring Expertise Learning Rates for Nonrepetitive Project Work”, with Venkat Venkateswaran, *American Journal of Management*, Vol. 22, No. 1, pp. 46-56, 2022.
2. “A Bare-Bones Approach to Lean Sigma for Low-Resource Environments”, with Venkat Venkateswaran, *American Journal of Management*, Vol. 17, No. 5, pp. 39-43, 2017.

3. "Kaiser Permanente: Creating a 'No-Wait' Emergency Department", *Ivey Publishing, Richard Ivey School of Business*, The University of Western Ontario, Product 9B16M173, Nov 2016.
4. "Teaching Lean Management using Experiential Methods to Improve Learning", *International Journal of Information and Operations Management Education*, Inderscience Publishers Ltd., Vol. 5, No. 4, 2014, pp. 344-362.
5. "PRIDE Industries", *Ivey Publishing, Richard Ivey School of Business*, The University of Western Ontario, Case number 9B12D024, Dec 2012.
6. "The Continuing Evolution of Lean Six Sigma", with John Maleyeff and Venkat Venkateswaran, *The TQM Journal, Volume 24, No. 6*, 2012, pp. 542-556.
7. "Looking for Root Cause: A Comparative Analysis", with Jean Greenland, *The TQM Journal, Volume 20, Number 1*, 2008, pp. 18-30.
8. "Eagle Services Asia", *Ivey Publishing, Richard Ivey School of Business*, The University of Western Ontario, Case number 9B07D019, 2007.
9. "The Integration of Lean Management and Six Sigma", reprinted in *Crafting and Executing Strategy*, 15th Edition, Thompson, et.al., McGraw-Hill, 2007, pp. 571-581.
10. "Quality Management in a Modular World", with Hendrik Harren, *The TQM Magazine, Volume 18, No. 1*, 2006., pp. 87-96.
11. "A Case Study: Lean and R&D at Henkel Loctite", *Rensselaer Journal of Management and Technology*, Volume 1, Number 2, June 2005, pp. 19-25.
12. "A Typology to Unleash the Power of Modularity", with Hendrik Harren, *Journal of Manufacturing Technology Management*, Volume 16, No. 7, 2005, pp. 699-711.
13. "The Integration of Lean Management and Six Sigma," with John Maleyeff, *The TQM Magazine*, Volume 17, Issue 1, 2005, pp. 5-18.
14. "Production Systems, Operations Technology and Manufacturing Implications," Chapter 9 in *Product Innovation: Leading Change Through Integrated Product Development*, by David Rainey, 2005, Cambridge University Press.
15. "Rapid Prototyping and Stereolithography", Supplement to Chapter 12, *Product Innovation: Leading Change Through Integrated Product Development*, by David L. Rainey, 2005, Cambridge University Press.
16. "Loctite Corporation" with John J. Cocco, *Ivey Publishing, Richard Ivey School of Business*, The University of Western Ontario, Case number 9B02D019, 2002. Also listed by *Harvard Business School Publishing*.
17. "Implementing Lean Production: Prometheus Circuits, Inc.," with James J. Compton, *European Case Clearing House (ecch)*, Case Number 500-026-1 (Teaching Note 500-026-8), 2000.
18. "Why They Won't Buy Online: Part Two of an Exploratory Study of Consumer Attitudes Toward Buying Online," with Martha Fransson and Robin Chase, *Developments in Marketing Science, Volume 23*, 2000, pp. 197-203.
19. "Quality Initiatives at a Pharmaceuticals Plant in China," with Martha C. Fransson, and William Knoth, *European Case Clearing House (ecch)*, Case Number 699-017-1, 1999.
20. "A Quality Cost Model to Determine Optimal Policies for Purchased Components," with Richard J. Giglio, *Quality Management Journal*, Volume 5, Issue 3, July 1998.

REFEREED CONFERENCE PROCEEDINGS

1. "The Case for Integrating Lean Management with Pharmacy Automation", *Northeast Decision Sciences Institute 52nd Annual Conference*, Arlington, VA, March 30-April 1, 2023.
2. "Is there Measurable Learning in Process Improvement Projects?", with Venkat Venkateswaran, *Western Decision Sciences Institute 2018 Annual Meeting*, Lihue, Hawaii, April 3-6, 2018.
3. "A Bare-Bones Approach to Lean Sigma for Low-Resource Environments", with Venkat Venkateswaran, *Western Decision Sciences Institute 2017 Annual Meeting*, Vancouver, Canada, April 4-8, 2017.
4. "The Intersection of Poverty and Wealth", with C. Gozu, and K. Liggett-Nichols, Eastern Academy of Management, May 4-7, 2016, New Haven, CT.
5. "The Adoption of Lean Management and the Outsourcing Decision: An Empirical Study", proceedings of the *Northeast Decision Sciences Institute Annual Meeting*, April 14-16, 2011, Montreal, Canada.
6. "Lean Six Sigma for the 21st Century", proceedings of the *Northeast Decision Sciences Institute Annual Meeting*, April 26-28, 2010, Alexandria, VA.
7. "The Perils of Outsourcing Engineering Work", proceedings of the *Northeast Decision Sciences Institute Annual Meeting*, April 1-3, 2009, Uncasville, CT.
8. "The Lean Transformation at Henkel Loctite's R&D Center", proceedings of the *Northeast Decision Sciences Institute Annual Meeting*, March, 2007, Baltimore, MD.
9. "Lean Management at Henkel Loctite", proceedings of the *Northeast Decision Sciences Institute Annual Meeting*, San Juan, Puerto Rico, 2006.
10. "Manufacturing and Design Responsibilities within Modular Supply Chains", proceedings of the *Northeast Decision Sciences Institute Annual Meeting*, March 24-36, 2004, Atlantic City, NJ.
11. "A Modular Assembly Taxonomy", proceedings of the *Northeast Decision Sciences Institute Annual Meeting*, March 27-30, 2003, Providence, RI.
12. "Modular Assembly: Its Past, Present and Future Role in Operations Strategy", Proceedings of the 32nd Annual Meeting of the *Decision Sciences Institute*, Nov 17-20, 2001, San Francisco, California.

NON-REFEREED PUBLICATIONS

1. "The Soaring Aerospace Market" & "AS9100 Certification, Lean Management and Six Sigma", heavily quoted and profiled, *Throughput*, Morris Group, Inc., Volume 3, No. 1, summer 2014.
2. Fourteen vignettes for textbook, *Product Innovation: Leading Change through Integrated Product Development*, by David L. Rainey, Cambridge University Press, 2005.
3. Synopsis and glossary for teaching notes, *Wiremold Company* case study (case by Martha Fransson), 2005.
4. "Design of a Lean Six Sigma Organization," with John Maleyeff, *Kvalitetsnyt* (published by the Danish Society for Quality), No. 2, April 2001.
5. "Scaling University Walls", contributing section within "Making Better IE's", Jane Gaboury, *IIE Solutions*, Vol. 31, No. 6, June 1999, pg. 24.

PROFESSIONAL AND PUBLIC PRESENTATIONS

1. Invited speaker, “Kaiser Permanente: Creating a no-wait Emergency Room”, International Lean Six Sigma Conference 2020, Cambridge, United Kingdom, January 15-17, 2020.
2. Invited speaker, “Improving Hospital Emergency Services using Lean Methods”, *Continuous Improvement in Practice*, Instituto Internacional San Telmo, Malaga, Spain, October 16, 2018.
3. Poster Exhibit: “Clinical Effects of Hypovitaminosis D and Co-Morbidities on Bone Healing in Ankle Fracture Surgery: A 5-Year Clinical Outcome Study”, poster number SCI-802, with Biddle, G., Nguyen, T., Russell, L., Singleton, T., Wallin, K., and Lee, D.K., *Annual Scientific Conference, American College of Foot and Ankle Surgeons*, February 11-14, 2016, Austin, TX.
4. Invited speaker, “Lean Sigma: Its Impact on Global Healthcare and the Medical Device Industries”, *Global Health & Infectious Disease Conference*, Kaiser Permanente Medical Center, South Sacramento, CA, May 13, 2015.
5. Poster Exhibit: “Intra-articular Calcaneal Fracture Management through Open vs. Limited-open with Percutaneous Internal Fixation at a Trauma Center: A Comparative Clinical and Radiographic Outcome”, poster number SCI-1002, with Biddle, G., Nguyen, T., Singleton, T., Wallin, K., and Lee, D.K., *Annual Scientific Conference, American College of Foot and Ankle Surgeons*, February 19-22, 2015, Phoenix, AZ.
6. Invited keynote address, “The Aerospace Supply Chain: Looking for a few good suppliers”, *Morris Madness Open House and Technology Show*, Roselle, IL, March 18-19, 2014.
7. “An improved method for teaching statistical sampling to business students”, developmental paper, *Western Academy of Management 55th Annual Meeting*, Napa, CA, March 20-22, 2014.
8. “Using Experiential Learning to Teach Lean Management; a Service Process Analysis and Improvement Project”, *Business Professor Teaching Summit*, sponsored by the Center for Teaching Excellence, Drexel University, Philadelphia, PA, May 17, 2013.
9. “The Impact and implementation of Learning Intervention on Management and Organizational Practice in a Non-Profit Setting”, with K. Nichols, *Western Academy of Management 54th Annual Meeting*, Santa Fe, NM, March 13-16, 2013.
10. Invited speaker, “Advanced Manufacturing: Global Trends and Opportunities”, *Sacramento Asian Pacific Chamber of Commerce – 4th Annual Internal Study Mission*, University of California, Davis, Oct 26, 2012.
11. Invited speaker, “The Adoption of Lean Management and the Outsourcing Decision: An Empirical Study”, *2011 Connecticut Quality Symposium*, June 15, New Britain, CT.
12. Invited speaker, “Lean-Six Sigma, Evolutionary Change, and the Twenty-First Century Business Environment”, *2010 Connecticut Quality Symposium*, June 16, New Britain, CT.
13. Invited speaker, “Insights into the Lean Office: How to Apply Lean Techniques to the Service Sector and Back Office Activities”, *2009 Connecticut Quality Symposium*, June 12, New Britain, CT.
14. Invited speaker, Information Exchange Workshop, Supply Chain Management Essentials. Sponsored by the *Connecticut Center for Advanced Technology (CCAT)*, East Hartford, CT, June 5, 2007.
15. Invited University Mentor, *Distribution Business Management Association (DBM) Conference*; “Supply Chain Leaders in Action”, Orlando, Florida, June 2007.

16. "Applying Lean where you Least Expect it", *Leadership Seminar Series*, Lally School of Management and Technology, Rensselaer Polytechnic Institute, Hartford, CT, May 16, 2007.
17. Invited speaker, "Ethical and Cultural Issues in Lean Management", meeting of the Institute of Management Accountants (IMA), Hartford Chapter, Wethersfield, CT, October 17, 2006.
18. Invited University Mentor, *Distribution Business Management Association (DBM) Conference*, Las Vegas, NV, September 24-27, 2006.
19. Invited speaker, "Integration of Lean and Six Sigma", *2005 CQC Quality Symposium*, sponsored by the Connecticut Quality Council, Hartford, CT, October 11, 2005.
20. "A Case Study: Lean and R&D at Henkel Loctite", *Leadership Seminar Series*, Lally School of Management and Technology, Rensselaer Polytechnic Institute, Hartford, CT, June 15-16, 2005.
21. Invited speaker, "Using Lean Principles to Improve Service Operations", *2004 CQC Quality Symposium*, sponsored by the Connecticut Quality Council, Hartford, CT, October 27, 2004.
22. "The Key Role of Value Stream Analysis in Outsourcing", *Manufacturing Competitiveness Exchange*, Hartford, CT, April 16, 2004.
23. Invited speaker, "Quality Management in a Modular World", *2003 Quality Symposium*, sponsored by the Connecticut Quality Council, Hartford, CT, October 28, 2003.
24. Invited keynote address, "Analyzing and Improving Production Line Performance", joint *IIE/APICS Professional Development Meeting*, Hartford, CT, February 2003.
25. "Six-Sigma Versus Lean – Friend or Foe?" Keynote Address, *Center for Lean Business Management (CLBM) Breakfast Forum*, June 21, 2001, <http://www.clbm.org>.
26. "An Application of Monte Carlo Simulation at a Golf Ball Manufacturing Facility." *Simulation Solutions '00 Conference*, Hilton Head, SC. Sponsored by the Institute of Industrial Engineers (IIE), March 20-22, 2000.
27. "Quality Initiatives at a Pharmaceuticals Plant in China", *16th International Conference on Case Method Research and Application*, sponsored by the World Association for Case Method Research and Application, Caceres, Spain, July 4, 1999.
28. "Measuring Supplier Performance by Simulating Quality Costs Associated with Different Purchased Component Policies", *Simulation Solutions '99 Conference*, Mesa, AZ. Sponsored by the Institute of Industrial Engineers (IIE), March 23, 1999.
29. "A Quality Cost Model to Determine Optimal Policies for Purchased Components", *INFORMS College on Simulation Ph.D. Colloquium, 1998 Winter Simulation Conference*, Washington, D.C., December 1998.

REVIEWS OF MANUSCRIPTS AND BOOKS

1. Reviewer, "Research on Government-Promoted Recycling Strategies for Power Batteries: Subsidies vs Taxes", manuscript submission for *Computers & Industrial Engineering*, April 2023.
2. Reviewer, "Structural Equation Modeling – Artificial Neural Network Based Hybrid Approach for Assessing Quality of University Cafeteria Services", manuscript submission for *The TQM Journal*, February 2022.
3. Reviewer, "Exploring the Adoption of Cloud Computing in Supply Chain Management and Logistics for Information flow", manuscript submission for *The TQM Journal*, December 2020.

4. Reviewer, “Enhancing Supplier Capability through Six Sigma Enablers”, manuscript submission for *The TQM Journal*, August 2020.
5. Reviewer, “A Comprehensive Model for Assessing the Quality in Higher Education Institutions”, manuscript submission for *The TQM Journal*, August 2020.
6. Reviewer, “Assembly/Disassembly process simulation fostering Circular Economy through Industry 4.0 technologies: a systematic literature review” manuscript submission for *Computers & Industrial Engineering (CAIE)*, July 2020.
7. Reviewer, “Prioritizing Lean Six Sigma Success Factors for Service Using Interpretive Structural Modeling”, manuscript submission for *The TQM Journal*, April 2019.
8. Reviewer, “The European Standards and Guidelines for Internal Quality Assurance: an Integrative Approach to Quality Management in Higher Education?”, manuscript submission for *The TQM Journal*, May 2016.
9. Reviewed book proposal, *Total Quality Management – an Integrated Approach*, by D.K. Kiran, Elsevier Publishing, Jan 2016.
10. Reviewer, “An Approach to Configuration Management in the Overhaul Process”, manuscript submission for the *International Journal of Technology Management*, Oct 2015.
11. Reviewer, “Modelling Quality in the Supply Chain”, manuscript submission for *The TQM Journal*, Sept 2015.
12. Reviewer, “Triple Bottom Line Balancing Game”, manuscript submission for the *Decision Sciences Journal of Innovative Education*, Aug 2015.
13. Reviewer, “Distant yet near: Promoting interdisciplinary learning in significantly diverse teams”, submission for *Decision Sciences Journal of Innovative Education*, Sept 2014.
14. Reviewer, “Prioritizing Quality Problems in SMEs: a Methodology”, manuscript submission for *The TQM Journal*, 2013.
15. Special issue of *International Journal of Quality and Reliability Management*, subset of papers from The Production and Operations Management Society 4th World conference, Tokyo August 2008.
16. Reviewed *Successful Project Management*, 4th edition, by Gido & Clements, Thomson South-Western Publishers, May 2007.
17. Reviewer, “Federal Credit Union”, case study submission for the *Business Case Journal*, September, 2005.
18. Reviewer, “Enterprise Resource Planning”, and “E-Manufacturing: The Strategic Implications”, two chapters for Internet Encyclopedia, Dr. Hossein Bidgoli, Editor-in-Chief, John Wiley & Sons, 2004.
19. Reviewed book manuscript, *Better Thinking, Better Results: How the Wiremold Company Used the Power of Lean as a Total Business Solution*, Mario Emiliani, September 2002.
20. Reviewed “Kwik-Fit Financial Services”, for 19th *International Conference on Case Method Research and Application*, Mannheim, Germany, June 2002.
21. Reviewed two papers for 18th *International Conference on Case Method Research and Application*, Lund, Sweden, June 2001.
22. Reviewed paper, “Application of the Analytic Hierarchy Process to ISO 9000 Certification”, Quality and Productivity Track of the 2000 *Decision Sciences Institute (DSI)* conference, November 2000.

HONORS AND AWARDS

- *Case Writing Awards Winner 2017* in the Continuous Improvement: the Journey to Excellence Category, European Foundation for Management Development (EFMD) for the case study; “Kaiser Permanente: Creating the No-Wait Emergency Department”.
- *Dean’s Distinguished Teaching Fellow Award*, LeBow College of Business, Drexel University, October 17, 2014. Appointed *Fellow, Center for Teaching Excellence* (two-year term ending October 2016).
- *Outstanding Service Award*, Connecticut Quality Council (CQC), Awarded October 11, 2005 at the 2005 CQC Quality Symposium.
- *Alpha Pi Mu*; The Industrial Engineering Honor Society, inducted December 1996.

PROFESSIONAL AFFILIATIONS AND SERVICE

- Invited attendee, *McGraw-Hill Insights into Business Statistics & Analytics Success Summit*, Nashville, TN, March 17 – 19, 2022.
- Business School Advisory Committee, Sierra College, Rocklin, CA, Feb 2013 – Feb 2015.
- Track Chair, Research Methods, Western Academy of Management 2014, Napa, CA.
- Track Chair, “Case Development, Teaching and Curriculum”, Northeast Decision Sciences Institute 2010 Annual Conference, Alexandria, VA, March 26-28, 2010.
- Vice President - Promotional Activities, Northeast Decision Sciences Institute (NEDSI), Spring 2005 to April 2009.
- Quality Engineering – Taguchi Methods, Training by American Society for Quality, Philadelphia, PA, April 24-28, 1989.