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**Professor of Quantitative Analysis**  
**Department of Management**  
**Western Carolina University**  
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**Education:**

- Ph.D. University of Nebraska-Lincoln, 1985  
Major: Economics  
Minor: Industrial Organization, Quantitative Analysis, Political Science
- MA University of Nebraska-Lincoln, 1983  
Major: Economics
- MA Florida State University, 1973  
Major: Religion
- MM University of Illinois-Urbana, 1968  
Major: Music
- BS University of Nebraska-Lincoln, 1964  
Major: Chemistry
- BA University of Nebraska-Lincoln, 1964  
Major: Music

**Certifications:**

Public Policy Analysis and Social Program Evaluation Certification (HEW),  
University of Nebraska-Lincoln, Lincoln, NE, 1985

**Academic Appointments:**

Western Carolina University (WCU), Cullowhee, NC 1992--to the present.

Virginia Military Institute (VMI), Lexington, VA 1990--1992

Kearney State College (KSC, now University of Nebraska--Lincoln), Kearney, NE,  
1985--1990

**Intellectual Contributions:**

**Work In Progress**

“When Forecasting Is Not Good Enough” with the second author for  
editing

“Leadership Succession Protocols as a function of Style and Life-cycles in Faith-based Organizations”

“Toward an Identification of Selected Determinants of Macroeconomic Performance: Critiquing Measures of Income/Wealth Distribution”

**Refereed Journal Articles:**

“Performance in Faith-based Organizations as a Function of Mission Clarity, Coherence, and Focus”, co-authored with Roger Higgs (WCU). The John Whitmer Historical Association Journal, 28, 2008, pp. 157-187. [AR]

“Forecasting as a Business Process Diagnostic”, co-authored with Mario Sepulveda-Guzman and Michael E. Smith (WCU). Foresight: The International Journal of Applied Forecasting, 1(3), 2006, pp. 22-24. [BR]

“The Orange Peel Social Aid and Pleasure Club”, co-authored with Dennis Patenotte (WCU), Journal of the International Academy for Case Studies, 12:1, winter, 2006, pp. 23-26., 12(1), pp. 23-26. [AR]

“The Orange Peel Social Aid and Pleasure Club”, co-authored with Dennis Patenotte (WCU), Journal of the International Academy for Case Studies, Instructor's Edition. Journal of the International Academy for Case Studies, 12(2), 2006, pp. 17-38. [AR]

“Teleradiology: Transforming Radiology’s Workplace or Roentgen Marries Up with the Digital World of IT and the Internet”, Technological Forecasting and Social Change, 71, 2004, pp. 267-285. [BR]

“The Importance of Operations Management Problems in Service Organizations”, co-authored with Christine Wright (WCU), OMEGA 30, 2002, pp. 77-87. [ID]

“Service Encounter Mismatches: A Conceptual Framework Integrating IT and Job Design”, co-authored with Beverly Little (WCU), Journal of Business Strategies, Special Issue, 17:1, Spring, 2000, pp. 65-85. [BR]

“The Economic Analysis of Waiting Lines with Piecework Rates”, Journal of the International Academy of Case Studies, Instructor’s Edition, 5:3, Spring, 1999, pp. 47-49 [ID]

“The Economic Analysis of Waiting Lines with Piecework Rates”, Journal of the International Academy of Case Studies, 5:1, Fall, 1999, pp. 57-59 [ID]

“Operations and HRM: Can IT Merge the Two in Support of Business Strategy?” co-authored with Beverly Little (WCU), Journal of the International Academy for Case Studies, Instructor’s Edition, 4:3, Fall, 1998, pp. 94-97. [ID]

“Dealing with Violations of the Assumptions of Classical Regression: The Practitioner Educator and multicollinearity.” Academy of Educational Leadership Journal, 1:1, Spring 1997, pp. 1-11. [ID]

"Operations and HRM: Can IT Merge the Two in Support of Business Strategy?", co-authored with Beverly Little (WCU), Journal of the International Academy of Case Studies, 3:1, Spring, 1997, pp. 8-11. [ID]

"Mandatory Pro Bono: Cui Bono?" co-authored with Debra Burke (WCU) and James Pearce (WCU), Stetson Law Review, 25:4, Spring, 1996, pp. 983-1026. Cited "Worth Reading," National Law Journal, July 15, 1996. [BR]

"White Water Rafting on the Nantahala: Scheduling Resource Allocations", co-authored with Nathan Maddox, Steve Owens (WCU), and James Pearce (WCU), Journal of the International Academy for Case Studies, 1:3, 1995, pp. 24-26. [ID]

"Exploiting AMT in Small Manufacturing Firms for Global Competitiveness", co-authored with James Busbin (WCU) and James Pearce (WCU), International Journal of Operations and Production Management, 15:2, March 1995, pp. 61-76. [AS]

"The Selection Decision", co-authored with Steve Owens (WCU) and James Pearce (WCU), Journal of the International Academy for Case Studies, 1:2, Winter 1995, pp. 28-30. [ID]

"The Condominium Conundrum", co-authored with Steve Owens (WCU) and James Pearce (WCU), Journal of the International Academy for Case Studies, 1:1, October, 1995, pp. 64-65. [ID]  
Refereed Journal Articles (concluded):

"Changes in Integrative Mechanisms Within Small Manufacturing Firms", co-authored with Michael McCollough (WCU) and James Pearce (WCU) Business Research Yearbook: Global Business Perspectives, vol. 1, April 1994, pp. 740-744. [AS]

"Advanced Manufacturing Technologies: Which Elements of Firm Environment Drive Adoption", co-authored with James Busbin (WCU) and James Pearce (WCU), Advances in Competitiveness Research Journal, 1:1, October, 1993, pp. 92-100. [AS]

"Deregulation and the Capacity, Productivity, and Technical Efficiency of Equipment of Former Trunk Airlines," Journal of Transport Economics and Policy, 25:1, January, 1991, pp. 51-61. [AS]

"Long-term Technological Development of Commercial Aircraft," Technological Forecasting and Social Change, 30:2, September, 1986, pp. 149-166. [AS]

### **Other Publications**

"Military Spending and Opportunity Costs" in The Evolution of American Capitalism by Allan Jenkins (McGraw-Hill), 1991, pp. 169-173.

### **Conference Proceedings/Presentations:**

"Bricoleur Forecasting." Proceedings of the Academy of the Academy of Information and Management Sciences, 6:1, Allied Academies Spring

International Conference, Nashville, TN: April 2002, pp. 102-103 (with M. Guzman). [AS]

"Organizational Purpose and Mission: Are They the Same?" Proceedings of the Academy of Strategic and Organizational Leadership, 6:2, Allied Academies Spring International Conference, Nashville, TN: April 2001, p. 89 (with R. Higgs). [AS]

"Adoption of Innovation Through a Punctuated Process of Self-Organization." Proceedings of the Academy of Strategic and Organizational Leadership, Allied Academies Spring International Conference, Nashville, TN: April 2001 (with M. Smith). [BS]

"Vincenze's Dilemma: Eenie, Meenie, Minee, Mo." Proceedings of the International Academy for Case Studies Fall Meeting, 6:2, Las Vegas, NV: October 1999, pp. 49-50. [ID]

"Service Encounter Mismatches Integrating IT and Job Design: A Conceptual Framework." Proceedings of the Service Operation Management Associations Annual Meeting, Waltham, MA: August 1999, pp. 101-105 (with B. Little). [BS]

"Teleradiology and the Transformation of the Radiology Workplace through Combining Imaging and Information Technologies." Proceedings of Service Operation Management Associations Annual Meeting, Waltham, MA: August 1999, pp. 118-123. [AS]

"Teleradiology: Roentgen Confronts IT and the Internet." Proceedings of the 1999 Midwest Academy of Management, Lincoln, NE: Spring 1999, <http://www.sba.muohio.edu/management/MWAcademy/44c.pdf>. [AS]

"Service Encounter Mismatches: Issues in Integrated IT Job Designs." Proceedings of the Academy of Information and Management Sciences, 3:1, Spring 1999, p. 26 (with B. Little). [BS]

"What Service Oriented Quantitative Technologies Should We Teach in College of Business?" Proceedings of the Twenty-ninth Annual Meeting of the Southeast Decision Sciences Institute, Savannah, GA: 1999, pp. 151-153 (with C. Wright). [ID]

"Technology: Strategic, Organizational and Economic Implications of Technological Development in the Medical Imaging Industry." Academy of Information Systems and Management Science Proceedings, Myrtle Beach, SC: Spring 1998, p. 92 (with R. Konecny). [AS]

"A Preliminary Analysis of AMT Adoption Patterns." Proceedings of the 1998 Southeast Decision Sciences Institute, Roanoke, VA: February 1998, pp. 215-217 (with S. Lebsack and J. Pearce). [AS]

"Manufacturing and HRM Strategies: Can IT Merge the Two?" Proceedings of the International Academy of Case Writers, Maui, HI: 1996, pp. 251-252 (with B. Little). Distinguished Paper Award. [ID]

"Manufacturing Focus and the Nakane-Hall Model." Proceedings of the 1996 Decision Sciences Institute Annual Meeting, Orlando, FL: 3, November 1996, pp. 1310-1312 (with R. Deane and J. Pearce). [BS]

"A Practical Easy-to-Apply Procedure for Forecasting Short-term Seasonal Trends in Small Business Settings." Proceedings of the 1996 Decision Sciences Institute Annual Meeting, November 1996, p. 1110 (with H. Smith). [ID]

"(Rigorously) Stand By Your Boss: A Practical Application of Econometric Analysis – Part A." Proceedings of The International Academy for Case Studies, Nassau, The Bahamas: October 1995, pp. 256-258. [ID]

"Controlling the Quality of Classroom Teaching Through the Use of Statistical Process Control (SPC)." Proceedings of the 1995 Decision Sciences Institute Annual Meeting, Boston, MA: November 1995, pp. 289-291 (with G. Williams and J. Pearce). [ID]

"Evolution of the Information Technology/Manufacturing Technology Interface within Small Manufacturing Firms." Proceedings of the 1994 Decision Sciences Institute Annual Meeting, November, 1994, pp. 1020-1022. [AS]

"Performance Evaluation and Firm Performance in Project Management Organizations." Proceedings of the 1994 Project Management Institute Annual Meeting, October, 1994, pp. 811-818 (with J. Adams, S. Owens, and J. Pearce).

"Operations Focus in High-Tech Firms." Proceedings of the 1994 Project Management Institute Annual Meeting, October, 1994, pp. 389-396 (with J. Adams, S. Owens, and J. Pearce).

"Gulf Chemical Corporation." Proceedings of the 1994 International Academy for Case Studies (IACS), October, 1994, p. 51 (with J. Kinard and J. Pearce).

"The Selection Decision." Proceedings of the 1994 International Academy of Case Studies (ICAS), October, 1994, pg. 51 (with J. Pearce and S. Owens).

"SPC and Teaching Operations Management." Proceedings of the 1994 International Academy of Case Studies (ICAS), October, 1994, pg.18 (with J. Pearce).

"The Role of Quality in Manufacturing Focus." Proceedings of the 1994 Southeast Regional Institute of Management Sciences (SETIMS), October, 1994, pp. 53-55 (J. Pearce).

"Exporting and the Adoption of Advanced Manufacturing Technologies in Small Manufacturing Firms." Proceedings 93--Decision Sciences Institute, November 1993, pp. 1244-1246, (with J. Pearce). [AS]

"The Seven Day Suspension," (published abstract), Proceedings of the Southeastern Case Research Association, October 1993, p. 46, (with S. Owens and J. Pearce). [ID]

"MEMP Apartments - Retain, Refinance or Sell?" (published abstract), Proceedings of the Southeastern Case Research Association, October 1993, p. 4, (with J. Pearce and S. Owens). [ID]

"White Water Rafting on the Nantahala River: Scheduling Resource Allocation," (published abstract), Proceedings of the Southeastern Case Research Association, October 1993, p. 13, (with J. Pearce, N. Maddox, and S. Owens). [AS]

"Advanced Manufacturing Technologies: Which Elements of Firm Environment Drive Adoption," Global Competitiveness--Conference Proceedings, October 1993, pp. 308-316, (with J. Pearce and J. Busbin). [AS]

"Advanced Manufacturing Technologies: Evolution of Adoption Patterns Within Small Manufacturing Firms," Proceedings of the Southeast Annual Meeting of the Institute of Management Sciences, October 1993, pp. 387-389, (with J. Pearce). [AS]

"The Use of Programmable Automation by Virginia's Durable Goods Manufacturers," POM - 93, Third Annual Meeting of the Production and Operations Management Society, October 1992, pg. 9, (with C. Caplice). [AS]

#### **Miscellaneous reports, papers, and presentations:**

"Ethical and Socially Responsible Management Behavior: An Empirical Comparison with the Findings of Clark (1986) and Arlo and Ulrich (1978)." Midwest Business Administration Association Meeting, Chicago (1991) with J. Breyley.

"Ethical and Socially Responsible Management Behavior: An Empirical Comparison with the Findings of Arlo and Ulrich (1978)." Midwest Business Administration Association Meeting, Chicago (1990) with J. Breyley.

"A Proposed Survey of Employed Computer-Driven Manufacturing Technologies in Nebraska's Durable Goods Manufacturing Industries." Nebraska Economics and Business Association Conference, Lincoln (1989) with D. Envick.

"The Estimation of Technological Progress Functions." Research Services Council Report to the Sigma Xi Scientific Research Society of Kearney State College, Kearney, NE (1989).

"Financing and Justification." Manufacturing Engineering in the '90's, a program sponsored by the Mid-State Nebraska Chapter of the Society of Manufacturing Engineers, Kearney (1989) with D. Envick.

"Impediments to Investments in Computer-based Manufacturing Technologies in the State of Nebraska." Nebraska Economics and Business Association Conference, Lincoln (1988).

#### **Instructional Activities and Professional Development:**

**Primary Teaching Area:**

Management/Quantitative Analysis

**Primary Course Responsibilities (Western Carolina University):**

MGT/QA 305, Quantitative Business Analysis

MGT 402, Production and Operations Management

MGT/QA 606, Quantitative Analysis for Business I

MGT 693, Managing Technological Innovation

**Course/Curriculum Development:**

Developed and taught a new course "The Management of Technology Innovation," at UNC-A, Spring, 2001.

Summer Microgrant (WCU) to conduct research for revising an undergraduate quantitative methods business course. Summer 1997.

**Honors/Awards/Grants:**

Microgrant (WCU) to attend the "International Technology and Operations Management in Manufacturing and Services: Developing Curricula and Research Agendas," a three day workshop sponsored by the Production and Operations Management Society and the University of Baltimore, Baltimore, Maryland, May 1994.

**Workshops Attended:**

"Theory of Constraints" workshop under the auspices of the Goldratt Institute (New Haven) at Washington and Lee University, Lexington, VA, May, 1994—partially funded through Western Carolina University Microgrant Program.

"Workshop on Teaching Excellence", a five-day workshop sponsored by the North Carolina Center for the Advancement of Teaching, Cullowhee, NC, June, 1994.

"Teaching Manufacturing Strategy", a three-day workshop at the Kenan-Flagler School of Business, University of North Carolina—Chapel Hill, Summer, 1991.

"Statistical Implementation Patterns in the Adoption of Advanced Manufacturing Technologies (AMT)."

**Professional Meetings/Memberships:**

Decision Sciences Institute (DSI)

Production and Operations Management Society (POMS)--charter member  
Society of Manufacturing Engineers (SME)

Service Operations Management Association (SOMA)—charter member

**Service:**

**University:**

WCU Faculty Senator, 2001 to 2002, 2003 (three year term)

Governance Faculty Senate Task Force, 2001-2002

WCU Project Management Distance Learning Program Development Team, 1997 to Spring, 1999.

Vice Chancellor's Instructional Improvement Grant Committee, 1996 to Spring 1999

Faculty Affairs Committee of the WCU Faculty Senate, 1993 to Spring 1999

ITT Project Management Curriculum Team, Cullowhee, NC (Fall 1994 to Spring 1996), Creation of an MBA Project Management curriculum for ITT's college program

**College:**

Member of the College of Business' Tenure, Promotion, and Reappointment Committee, 1998-2000, 2002—2005, 2007 to the present

Member of the College of Business' Curriculum and Standards Committee, 2002-2004

Member of the College of Business' ad hoc Technology Committee, 1996

Secretary to the Faculty of the Western Carolina University College of Business (1993-1995)

**Department:**

Member of the Management Department's Tenure, Promotion, and Reappointment Committee, 1998—2005, 2007-2008 (BCIS&QA), 2008 (MGT) to the present

**Professional:**

Gaming Consultant, Harrah's Casino, Cherokee, NC, Fall 2008

Cost Study Consultant, Precision Seals (Caterpillar, Inc.), Franklin, NC, Winter, 2006

Project Management Consultant, Charlotte White Water Project, Charlotte, NC, Spring, 2002

Service Strategy/Operations Consulting and Economic Analysis for *Bottomline*, Lincoln, NE, Fall 1996 thru 2004

Statistical Consultant to the Norfolk Public Library of Norfolk, RI, 1997 thru 2001

Member, International Academy of Case Studies, 2000

Member, Service Operations Management Association, 2000

Anonymous referee, Decisions Sciences Institute Annual Meeting, 1997.

Anonymous referee, The Project Management Journal, 1996.

President, The Academy of Information and Management Sciences, 1996 to 1998

Distinguished Service Award Recipient from the Allied Academies, Fall 1996.

Anonymous referee, International Journal of Operations and Production Management, 1996.

Discussant, Annual DSI Meeting, Boston, Fall 1995

Session chair, International Academy for Case Studies Conference, Nassau, Fall 1995.

Virginia Military Institute Pre-Law Society Faculty Advisor, 1991—1992.

Chairman, Editorial Advisory Board, Platte Valley Review, Kearney State College, Kearney, NE, 1989—1990 (board member starting in 1986).

Expert Witness, District Court, Omaha, NE, Spring 1990 to Fall, 1991.  
Kearney State College Undergraduate Business Core Curriculum Revision Committee, Kearney, NE, 1988.

Kearney State College MBA Curriculum Revision Committee, Kearney, NE, 1988.

Kearney State College Faculty Senate, Kearney, NE, 1986—1988.

Graduate Faculty, Kearney State College, Kearney, NE, 1987—1990.

Expert Witness, District Court, Kearney, NE, February, 1989.

Re-employment study and plan in anticipation of a reduction in force by the Burlington Northern, R.R., Co.—done for the city of Alliance, NE by the Center for Rural Economic Development, Kearney State College, Kearney, NE, April 1989.

Expert Witness, District Court, North Platte, NE, April, 1986.

### Regional:

Asheville Citizen-Times Book Review--The Haystack Syndrome: Sifting Information Out of the Data Ocean, Eliyahu M. Goldratt, New River Press Publishing Corp., January 21, 2001

Asheville Citizen-Times Book Review--The Innovator's Dilemma: When New Technologies Cause Great Firms to Fail, Clayton M. Christensen, Harvard U., February, 2002.

Asheville Citizen-Times Book Review—Where Does the Money Go?: Your Guided Tour to the Federal Budget Crisis, Scott Bittle and Jean Johnson, Public Agenda Online, April, 2008.

Asheville Citizen-Times Book Review—Bad Money, Kevin Phillips, October, 2008.

Asheville Citizen-Times Book Review—Hot, Flat, and Crowded, Thomas Friedman, October, 2008.

### Civic:

Administrative Consultant to the Franklin Congregation of the Community of Christ Church, Franklin, North Carolina, 2006—to the present.

Member of the Jackson County Arts Council, Jackson County, North Carolina, 2000 to the present.