Jennifer A. (Farris) Cross, Ph.D.

Assistant Dean of Recruitment and Assessment
Edward E. Whitacre Jr. College of Engineering
Associate Professor
Industrial, Manufacturing and Systems Engineering
Texas Tech University, Lubbock, TX 79409-3061
(806) 742-3543
jennifer.cross@ttu.edu

EDUCATION

Virginia Polytechnic Institute & State University, Blacksburg, VA, 2001–2006

Ph.D. in Industrial and Systems Engineering, 2006
Dissertation Title: "An Empirical Investigation of Kaizen Event Effectiveness: Outcomes and Critical Success Factors"
(Advisor: Dr. Eileen M. Van Aken).
M.S. in Industrial and Systems Engineering, 2005

University of Arkansas, Fayetteville, AR, 1997– 2001

B.S. in Industrial Engineering, *Summa Cum Laude, First Rank Senior Scholar*

PROFESSIONAL CERTIFICATIONS

Engineer- in-Training: State of Arkansas

APPOINTMENTS

Assistant Dean of Recruitment and Assessment: Edward E. Whitacre Jr. College of Engineering, Texas Tech University, Lubbock, TX, March 2023 - Ongoing

Associate Professor (with Tenure): Department of Industrial Engineering, Texas Tech University, Lubbock, TX, September 2013 - Ongoing

Assistant Professor: Department of Industrial Engineering, Texas Tech University, Lubbock, TX, August 2007 – August 2013

Postdoctoral Research: Grado Department of Industrial and Systems Engineering, Virginia Tech, 2007

- Funded as part of three-year National Science Foundation (NSF) project conducted jointly by Virginia Tech (VT) and Oregon State University (OSU) on Kaizen events (DMI 0451512).

CURRENT RESEARCH INTERESTS

- Performance measurement and organizational assessment
- Process improvement tools and methodologies.
- Engineering design team and other technical team peformance
- Engineering education

REFEREED JOURNAL PUBLICATIONS (** = student)

Jensen, P. H.**, Cross, J., & Polanco-Lahoz, D. A.** (in press). Lean and continuous improvement use and success in energy-based utilities. *International Journal of Lean Six Sigma*, accepted August 25, 2025, currently in type setting process.

Tham, J., Polanco-Lahoz, D. A.**, Hanson, M.**, Cross, J., & Beruvides, M. (2025), Professionalizing Researchers: Mapping and Visualizing Doctoral Engineering Student Identity Development Through User-Experience (UX) Methods, *IEEE Transactions on Professional Communication*, *68*(3), 322-342, https://doi.org/10.1109/TPC.2025.3586424

Horbatuck, K. H.**, Cross, J. A., & Beruvides, M. G. (2025). Evaluation of Water Infrastructure System Operation, Partial Productivity, and Their Relationship to Water Loss. *Water*, *17*(7), 928. https://doi.org/10.3390/w17070928

Oladimeji, O.**, Keathley-Herring, H. H., & Cross, J. A. (2025). Understanding the interrelationships between organizational performance measurement system implementation variables. *Engineering Management Journal*, *37*(1), 71-89.

https://doi.org/10.1080/10429247.2024.2361219

Ocloo, W. K.**, & Cross, J. A. (2024). An analysis of the impact of team composition and psychosocial factors on engineering team effectiveness. *Engineering Management Journal*, *36*(5), 453-464. https://doi.org/10.1080/10429247.2024.2318075

Jensen, P. H.**, Cross, J., & Polanco-Lahoz, D. A.** (2024). COVID-19's impact on lean programs and implementation in energy-based utilities. *The TQM Journal*, *36*(6), 1724-1755. https://doi.org/10.1108/TQM-08-2023-0269

Cross, J., Joshi, M.**, & Jensen, P.** (2024). A preliminary framework for assessing lean implementation in higher education. *International Journal of Productivity and Performance Management*, *73*(1), 210-241. https://doi.org/10.1108/IJPPM-11-2021-0656

Rathi, R., Kaswan, M. S., Cross, J., Garza-Reyes, J. A., Singh, M., Singh, I. P. (2024). Integrated Green Lean Six Sigma-Industry 4.0 approach to combat COVID-19: from literature review to framework development. International Journal of Lean Six Sigma, 15(1), 50-79. https://doi.org/10.1108/IJLSS-11-2022-0227

Hindiyeh, R.**, Ocloo, W.**, Cross, J. (2023). Systematic review of research trends in engineering team performance. *Engineering Management Journal*, *35*(1), 4-28. https://doi.org/10.1080/10429247.2022.2030178

Kaswan, M. S., Rathi, R., Cross, J., Garza-Reyes, J. A., Antony, J., & Yadav, V. (2023). Integrating Green Lean Six Sigma and Industry 4.0: A conceptual framework. *Journal of Manufacturing Technology Managemen*t, *34*(1), 87-121. https://doi.org/10.1108/JMTM-03-2022-0115

Rathi, R., Antony, J., Cross, J., Furterer, S., & Singh, M. (2023). Success factors for the adoption of Green Lean Six Sigma in healthcare: An ISM-MICMAC study. *International Journal of Lean Six Sigma*, *14*(4), 864-897. https://doi.org/10.1108/IJLSS-02-2022-0042

Hindiyeh, R.**, & Cross, J. (2022). Identifying the relative impact of process-and outcome-related team performance antecedents: a meta-analysis. *Team Performance Management: An International Journal*, *28*(7/8), 476-503. https://doi.org/10.1108/TPM-02-2022-0016

Bhat, S., Gijo, E.V., Antony, J., & Cross, J. (2022). Strategies for successful deployment and sustainment of Lean Six Sigma in healthcare sector in India: A multi-level perspective. *The TQM Journal*, *35*(2), 414-445. https://doi.org/10.1108/TQM-10-2021-0302

Rathi, R., Kaswan, M.S., Garza-Reyes, J., Antony, J., & Cross, J. (2022). Green Lean Six Sigma for improving manufacturing sustainability: Framework development and case validation. *Journal of Cleaner Production*, *345*(2022), 131130. https://doi.org/10.1016/j.jclepro.2022.131130

Oladimeji, O.**, Cross, J., & Keathley, H. (2021). System dynamics applications in performance measurement research: Progress and challenges. *Management Decision*, *59*(6), 1181-1208. https://doi.org/10.1108/MD-11-2019-1596

Wong, S.**, Cross, J., & Burton, C. M.** (2021). A quantitative analysis of knowledge collaboration enablers for practicing engineers. *Engineering Management Journal*, *33*(3), 174-186. https://doi.org/10.1080/10429247.2020.1780840

Mueller, P.**, & Cross, J. (2020). Factors impacting individual Six Sigma adoption. *International Journal of Lean Six Sigma*, *11*(1), 57-83. https://doi.org/10.1108/IJLSS-04-2018-0040

Null, G., Cross, J. A., & Brandon, C. (2020). Effects of Lean Six Sigma in program management. *Journal of Manufacturing Technology Management*, *31*(3), 572-598. https://doi.org/10.1108/JMTM-04-2019-0139

Oladimeji, O.**, Keathley, H., & Cross, J. (2020). System dynamics applications in performance measurement research: a systematic literature review. *International Journal of Productivity and Performance Management*, *69*(7), 1541-1578. https://doi.org/10.1108/IJPPM-12-2018-0453

Torabzadeh Khorasni, S.**, Maghazei, O., & Cross, J. (2020). Lean supply chain management in healthcare: a systematic review and meta-study. *International Journal of Lean Six Sigma*, *11*(1), 1-34. https://doi.org/10.1108/IJLSS-07-2018-0069

Burton, C. M.**, Mayhall, C.**, Cross, J., & Patterson, P. (2019). Critical elements for multigenerational teams: A systematic review. *Team Performance Management*, *25*(7/8), 369-401. https://doi.org/10.1108/TPM-12-2018-0075

Gonzalez Aleu, F., Van Aken, E., Cross, J., Glover, W. (2018). Continuous improvement project within Kaizen: critical success factors in hospitals. *The TQM Journal, 30*(4), 335-355. https://doi.org/10.1108/TQM-12-2017-0175

Asio, S.**, Cross, J., Ekwaro-Osire, S. (2018). Factors Affecting Innovation in Engineering Design Teams: An Empirical Investigation of Student Team Perceptions. *International Journal of Engineering Education, 34*(4), 1159-1173. 04_ijee3625 1159..1173

Wong, S.**, Cross, J., Mueller, P.** (2018). Impact of Mentoring on Practicing Engineers: A Meta-Synthesis. *Journal of Workplace Learning, 30*(6), 415-441. https://doi.org/10.1108/JWL-10-2017-0097

Dissanayake, C.**, Cross, J. (2018). Systematic mechanism for identifying the relative impact of supply chain performance areas on the overall supply chain performance using SCOR model and SEM. *International Journal of Production Economics, 201*, 102-115. https://doi.org/10.1016/j.ijpe.2018.04.027

Liu, W.** and Cross, J. (2016). A Comprehensive Model of Project Team Technical Performance. *International Journal of Project Management*, 34(7), 1150–1166. https://doi.org/10.1016/j.ijproman.2016.05.011

Liu, W.**, Asio, S.**, Cross, J., Glover, W.**, and Van Aken, E.M., (2015). Understanding Team Mental Models Affecting Kaizen Event Success. *Team Performance Management*, 21(7/8), 361 – 385. https://doi.org/10.1108/TPM-03-2015-0012

Matis, T., Farris, J., McAlister, M., Dunavan, C., and Snider, A. (2015). Target Times for Inpatient Discharge Scheduling. *IIE Transactions on Healthcare Systems Engineering,* 5(1), 33-41. https://doi.org/10.1080/19488300.2014.993445

Glover, W.**, Farris, J., and Van Aken, E.M. (2015). The Relationship between Continuous Improvement and Rapid Improvement Sustainability. *International Journal of Production Research*, 53(13), 4068-4086. https://doi.org/10.1080/00207543.2014.991841

Glover, W.**, Farris, J., and Van Aken, E.M. (2014). Kaizen Events: Assessing the Maturity of the Existing Literature and Convergence of Practices. *Engineering Management Journal*, 26(10), 39-61. https://doi.org/10.1080/10429247.2014.11432003

Martinez Leon, H.C.**, Farris, J., Hernandez, A., and Letens, G. (2013). A Framework for Improved Management of New Product Development Projects Featuring Uncertain Iterations. *Journal of Engineering and Technology Management*, 30(1), 45-71. https://doi.org/10.1016/j.jengtecman.2012.11.004

Di Schiena, R., Letens, G., Van Aken, E., and Farris, J. (2013). Relationship between Leadership and Characteristics of Learning Organizations in Deployed Military Units: An Exploratory Study. *Administrative Sciences*, 3(3), 143-165. https://doi.org/10.3390/admsci3030143

Glover, W.**, Farris, J., Van Aken, E.M. and Doolen, T.L. (2013). Kaizen Event Result Sustainability for Lean Enterprise Transformation. *Journal of Enterprise Transformation*, 3(3), 136-160. https://doi.org/10.1080/19488289.2013.818596

Martinez Leon, H.C.**, Farris, J., and Letens, G. (2013). Improving Product Development Performance through Iteration Front-Loading. *IEEE Transactions on Engineering Management*, 60(3), 552-565. https://doi.org/10.1109/TEM.2012.2228205

Glover, W.**, Liu, W.**, Farris, J., and Van Aken, E.M. (2013). Characteristics of Established Kaizen Event Programs: An Empirical Study. *International Journal of Operations and Production Management*, 33(9), 1166 - 1201. https://doi.org/10.1108/IJOPM-03-2011-0119

Martinez Leon, H.C.**, Temblador, C., Farris, J., and Beruvides, M.G. (2012). Integrating Six Sigma Tools using Team Learning Processes. *International Journal of Lean Six Sigma,* 3(2), 133-156. https://doi.org/10.1108/20401461211243711

Glover, W.**, Farris, J., Van Aken, E.M., and Doolen, T.L. (2011). Critical Success Factors for the Sustainability of Kaizen Event Human Resource Outcomes: An Empirical Study. *International Journal of Production Economics,* 132(2), 197-213. https://doi.org/10.1016/j.ijpe.2011.04.005

Martinez Leon, H.C.** and Farris, J. (2011). Lean Product Development Research: Current State and Future Directions. *Engineering Management Journal*, 23(1), 29-51. https://doi.org/10.1080/10429247.2011.11431885

Farris, J., Van Aken, E.M, Letens G., Chearskul, P.** and Coleman, G.D. (2011). Improving the Performance Review Process: A Structured Approach and Case Application. *International Journal of Operations and Production Management*, 31(4), 376-404. https://doi.org/10.1108/01443571111119524

Letens G., Farris, J, and Van Aken, E.M. (2011). A Multilevel Framework for Lean Product Development System Design. *Engineering Management Journal*, 23(1), 69-85. https://doi.org/10.1080/10429247.2011.11431887

Farris, J., Matis, T., McAllister, M., Snider, A. (2010). Applying Healthcare Systems Engineering Methods to the Patient Discharge Process. *International Journal of Collaborative Enterprise, Special Issue on: "Healthcare Systems Engineering,"* 1(3/4), 293-315. https://doi.org/10.1504/IJCENT.2010.038355

Van Aken, E.M., Farris, J., Letens G., and Glover, W.** (2010). A Framework for Designing, Managing and Improving Kaizen Event Programs. *International Journal of Productivity & Performance Management*, 59(7), 641-667. https://doi.org/10.1108/17410401011075648

Farris, J., Van Aken, E.M., Doolen, T.L., and Worley, J. (2009). Critical Success Factors for Human Resource Outcomes in Kaizen Events: An Empirical Study. *International Journal of Production Economics*, 117(1), 42-65. https://doi.org/10.1016/j.ijpe.2008.08.051

Doolen, T.L., Van Aken, E.M., Farris, J., Worley, J., and Huwe, J. (2008). Kaizen Events and Organizational Performance: A Field Study. *International Journal of Productivity & Performance Management,* 57(8), 637-658. https://doi.org/10.1108/17410400810916062

Farris, J., Van Aken, E.M., Doolen, T. L., and Worley, J. (2008). Learning from Less Successful Kaizen Events: A Case Study. *Engineering Management Journal*, 20(3), 10-20. https://doi.org/10.1080/10429247.2008.11431772

Farris, J., Letens, G., Van Aken, E.M., Ellis, K., and Boyland, J. (2007). A Structured Approach for Assessing the Effectiveness of Engineering Design Tools in New Product Development. *Engineering Management Journal*, 19(2), 31-39. https://doi.org/10.1080/10429247.2007.11431729

Farris, J., Groesbeck, R.L., Van Aken, E.M., and Letens, G. (2006). Evaluating the Relative Performance of Engineering Design Projects: A Case Study Using Data Envelopment Analysis. *IEEE Transactions on Engineering Management*, 53(3), 471-482. https://doi.org/10.1109/TEM.2006.878100

Van Aken, E.M., Letens, G., Coleman, G.D., Farris, J., and Van Goubergen, D. (2005). Assessing Maturity and Effectiveness of Enterprise Performance Measurement Systems. *International Journal of Productivity and Performance Management,* 54(5/6), 400-418. https://doi.org/10.1108/17410400510604557

Mason, S.J., Ribera, P.M., Farris, J., and Kirk, R.G. (2003). Integrating the Warehouse and Transportation Functions of the Supply Chain. *Transportation Research Part E, 39*(2), 141-159. https://doi.org/10.1016/S1366-5545(02)00043-1

EDITORIAL WORKS

Bititci, U., Bourne, M., Cross, J., Nudurupati, S. S., Sang, K. (2018). Editorial: Towards a Theoretical Foundation for Performance Measurement and Management. *International Journal of Management Reviews, 20*(3), 653-660. https://doi.org/10.1111/ijmr.12185

BOOK CHAPTERS

Farris, J., Van Aken, E.M., and Letens, G, (2013). Organizational Performance Measurement, *Engineering Measurements Encyclopedia,* M. Kutz, Ed., John Wiley & Sons, Inc., Hoboken, NJ.

REFEREED CONFERENCE PUBLICATIONS (presenter underlined, * = invited paper, ** = student)

Cross, J., Tham, J., Beruvides, M.G., Polanco Lahoz, D.**, Hanson, M.** (2025). Board 468: WIP: Key Findings to Date from NSF RIEF Award No. 2205033-Research Initiation: Mapping Identity Development in Doctoral Engineering Students.

Proceedings of the 2025 American Society for Engineering Education (ASEE) Annual Conference & Exposition, Montreal, Canada, June 22-25, 2025.*

Beruvides, M., Cross, J., Tham, J., Polanco Lahoz, D.**, Hanson, M.** (2025). Systems Theory Archetypes in UX Journey Mapping for Identity Formation, Understanding, and Analysis. *Proceedings of the 2025 Institute of Industrial and Systems Engineers (IISE) Annual Conference*, Atlanta, GA, May 31-June 3, 2025.

Polanco Lahoz, D.**, Cross, J., Son, C. (2025). Safety-II Approach Toward Organizational Resilience in Higher Education Institutions. *Proceedings of the 2025 Institute of Industrial and Systems Engineers (IISE) Annual Conference*, Atlanta, GA, May 31-June 3, 2025.

Tham, J., Cross, J., Beruvides, M., Polanco Lahoz, D.**, Hasan, M. R.**, Cargile Cook, K. (2024). A symbiotic relationship: Combining user experience methods and systems theory to understand engineering doctoral students' professional identity development. *Proceedings of the 2024 IEEE International Professional Communication Conference (ProComm),* Pittsburgh, PA, July 14-17, 2024.

Polanco Lahoz, D.**, Cross, J., Cargile Cook, K., Beruvides, M., Tham, J., Hasan, M. R.** (2024). Board 435: Work in progress: Preliminary findings from NSF award no. 2205033 – research initiation: Mapping identity development in doctoral engineering students. *Proceedings of the 2024 American Society for Engineering Education (ASEE) Annual Conference & Exposition*, Portland, OR, June 23-26, 2024.

Polanco Lahoz, D.**, Cross, J. (2024). Organizational Resilience in the Context of Higher Education Institutions: A Systematic Literature Review. *Proceedings of the 2024 American Society for Engineering Education (ASEE) Annual Conference & Exposition*, Portland, OR, June 23-26, 2024.

Oladimeji, O., Keathley, H., Cross, J. (2024). Integrated Model of Organizational Resilience: A Multi-Level System Dynamics Approach. *Proceedings of the 2024 Institute of Industrial and Systems Engineers (IISE) Annual Conference*, Montreal, Canada, May 18-21, 2024.

Beruvides, M., Polanco Lahoz, D., Hasan, M. R., Tham, J., Cross, J. (2024). Integrating UX journey mapping with systems theory behavior over time graphs to explore the complexities of identity formation. *Proceedings of the 2024 Institute of Industrial and Systems Engineers (IISE) Annual Conference*, Montreal, Canada, May 18-21, 2024. (Presented by PhD student Annika Sprung).

Cross, J., Beruvides, M., Polanco Lahoz, D.**, Hasan, M. R.**, Tham, J., Cargile Cook, K. (2024). From conventional wisdom to evidence-based practice: Validation of programmatic design decisions in engineering doctoral education. *Proceedings of the 2024 American Society for Engineering Education Gulf-Southwest Section Conference,* Canyon, TX, March 10-12, 2024.

Sprung, A.**, Beruvides, M., Cross, J., Cargile Cook, K. (2023). Measuring Cultural Impacts on Engineering Identity Formation: A Review of Techniques and Methods. *Proceedings of the 2023 International Annual Conference (IAC) of the American Society for Engineering Management (ASEM),* Denver, CO, October 25-28, 2023.

Keathley, H., Oladimeji, O., Cross, J. (2023). Applying Multi-level Systems Dynamics Modeling to Support an Integrated Model of Organizational Resilience. *Proceedings of the 2023 International Annual Conference (IAC) of the American Society for Engineering Management (ASEM),* Denver, CO, October 25-28, 2023.

Sprung, A.**, Beruvides, M., Cross, J., Cargile Cook, K. (2023). Environmental Analysis of the Influences on Engineering Identity Formation in Technical Management Environments. *Proceedings of the 2023 Portland International Center for Management of Engineering and Technology (PICMET) Conference,* Monterrey, Mexico, July 23-27, 2023.

Cargile Cook, K., Cross, J., Beruvides, M., Carrion Anampa, F.**, Polanco Lahoz, D.** (2023). Mapping Change in Professional Identity Growth in Doctoral Engineering Students. *Proceedings of the 2023 IEEE International Professional Communication Conference (ProComm),* Ithaca, NY, July 17-20, 2023.

Polanco Lahoz, D.**, Cross, J. (2023). Board 99: Systematic Literature Review on Organizational Resilience in the Context of Higher Education Institutions. *Proceedings of the 2023 American Society for Engineering Education (ASEE) Annual Conference & Exposition*, Baltimore, MD, June 25-28, 2023.

Cargile Cook, K., Carrion Anampa, F.**, Polanco Lahoz, D.**, Cross, J., Beruvides, M. (2023). Applying User Experience (UX) Methods to Understand Identity Development in Doctoral Engineering Students. *Proceedings of the 2023 American Society for Engineering Education (ASEE) Annual Conference & Exposition,* Baltimore, MD, June 25-28, 2023.

Sprung, A.**, Beruvides, M., Cross, J., Cargile Cook, K. (2023). Evaluation of the Influence of Culture on Engineering Identity Formation in Engineering Students. *Proceedings of the 2023 Institute of Industrial and Systems Engineers (IISE) Annual Conference,* Baltimore, MD, June 25-28, 2023.

Polanco Lahoz, D.**, Carrion Anampa, F.**, Cross, J., Cargile Cook, K., Beruvides, M. (2023). Self-perceptions Regarding Researcher Identity Development in Engineering Doctoral Students: Preliminary Results. *Proceedings of the 2023 Institute of Industrial and Systems Engineers (IISE) Annual Conference,* New Orleans, LA, May 20-23, 2023.

Beruvides, M., Cross, J., Cargile Cook, K., Tiruvengadam, N., Elizondo-Noriega, A. (2022). Engineering Identity and the Engineering Manager. *2022 International Annual Conference (IAC) of the American Society for Engineering Management (ASEM),* Tampa, FL, October 5-8, 2022.

Oladimeji, O.**, Keathley-Herring, H., Cross, J. (2021). Development of a Causal Model to Evaluate Factors in Performance Measurement Implementation. *2021 International Annual Conference (IAC) of the American Society for Engineering Management (ASEM),* Virtual Conference, October 27-30, 2021.

Oladimeji, O.**, Cross, J., Keathley-Herring, H. (2020). Identifying case studies for performance measurement implementation models using systematic review. *Proceedings of the 2020 Institute of Industrial and Systems Engineers Annual Conference,* Virtual Conference, November 1-3, 2020.
Elizondo-Noriega, A., Tiruvengadam, N., Cargile Cook, K., Cross, J., Beruvides, M. (2020). Understanding Engineering Identity Formation Mechanisms in Graduate and Undergraduate Education: A State-of-the-Art Matrix Analysis. *Proceedings of the 2020 Institute of Industrial and Systems Engineers Annual Conference*, Virtual Conference, November 1-3, 2020.

Oladimeji, O.**, Keathley-Herring, H., Cross, J. (2019). Developing Causal Relationships for the Performance Measurement Implementation Process. *Proceeeding of the 2019 International Annual Conference (IAC) of the American Society for Engineering Management (ASEM)*, Philadelphia, PA, October 23-26, 2019.

Oladimeji, O., Keathley-Herring, H.**, Cross, J. (2019). Factors Affecting Performance Measurement Implementation: A SEM Analysis. *Proceedings of the 2019 Institute of Industrial and Systems Engineers Annual Conference*, Orlando, FL, May 19-22, 2018.

Oladimeji, O.**, Cross, J., Keathley-Herring, H. (2018). System Dynamics Applications in Performance Measurement Research: Bibliometric Analysis. *Proceedings of the 2018 Institute of Industrial and Systems Engineers Annual Conference*, Orlando, FL, May 19-22, 2018.

Martinez Leon, C., Cross, J., Fernandez, J. L. (2018). Taxonomy on Product Dependencies for Project Planning. *Proceedings of the 2018 Institute of Industrial and Systems Engineers Annual Conference*, Orlando, FL, May 19-22, 2018.

Oladimeji, O.**, Cross, J., and Keathley-Herring, H., (2017), "Systematic Review of System Dynamics Applications in Performance Measurement Research," *Proceedings of the 2017 International Annual Conference (IAC) of the American Society for Engineering Management (ASEM)*, Huntsville, AL, October 18-21, 2017.

Dissanayake, C.**, Cross, J., and Torabzadeh Khorasni, S.**, (2017), "Application of DEA vs. PLSPM in Organizational Performance Measurement," *Proceedings of the 2017 Institute of Industrial and Systems Engineers Annual Conference*, Pittsburgh, PA, May 20-23, 2017.

Torabzadeh Khorasni, S.**, Cross, J., Feizi, R.**, and Islam, M. S.**, (2017), "Application of Lean Tools in Medication Ordering Systems for Hospital," *Proceedings of the 2017 Institute of Industrial and Systems Engineers Annual Conference*, Pittsburgh, PA, May 20-23, 2017.

Gonzalez Aleu, F., Van Aken, E., Cross, J., Glover, W., (2017), "Determinants of Goal Achievement for Continuous Improvement Projects in Hospitals," *Proceedings of the 2017 Institute of Industrial and Systems Engineers Annual Conference*, Pittsburgh, PA, May 20-23, 2017.

Wong, S.** and Cross, J., (2016), "Developing Engineering Experts via Knowledge Collaboration: A Pilot Study," *Proceedings of the 2016 Industrial and Systems Engineering Research Conference,* Anaheim, CA, May 21 –24, 2016.

Dissanayake, C.K.** and Cross, J., (2016), "A Framework for Integrating PLS-PM with Supply Chain Performance Hierarchy," *Proceedings of the 2016 Industrial and Systems Engineering Research Conference,* Anaheim, CA, May 21 –24, 2016.

Asio, S.** and Cross, J., (2016), "Assessing Learning Gains in Teamwork and Innovation among Engineering Student Design Teams," *Proceedings of the 2016 Industrial and Systems Engineering Research Conference,* Anaheim, CA, May 21 –24, 2016.

Khorasni, S.T.,**, Maghazei, O., and Cross, J., (2015), "A Structured Review of Lean Supply Chain Management in Health Care," *Proceedings of the 2015 American Society for Engineering Management Conference*, Indianapolis, IN, October 7-10, CD-ROM.

Asio, S.** and Cross, J., (2015), "A Comparison of Teamwork and Innovation between Industrial Engineers and Mechanical Engineers," *Proceedings of the 2015 Industrial and Systems Engineering Research Conference,* Nashville, TN, May 30 – June 2, 2015, URL: https://www.xcdsystem.com/iie2015/proceedings/index.cfm?pgid=190.

Dissanayake, C.K.** and Farris, J., (2014), "Assembly Lines of the Future: A Literature Review of Research Articles," *Proceedings of the 2014 American Society for Engineering Management Conference*, Virginia Beach, VA, October 15 – 18, 2014, CD-ROM.

Asio, S.** and Farris, J., (2014), "The Relationship between Mentorship and Team Innovation in Novice Designers," *Proceedings of the 2014 American Society for Engineering Management Conference*, Virginia Beach, VA, October 15 – 18, 2014, CD-ROM.

Asio, S.** and Farris, J., (2014), "An Exploratory Assessment of the Relationship Between Locus of Control and Kaizen Event Success," *Proceedings of the 2014 Industrial and Systems Engineering Research Conference*, Montreal, Canada, May 31 – June 3, 2014.*

Welborne, T.**, Farris, J., and Gandhi, J., (2013), "A Preliminary Investigation of the Impact of Degree of Virtuality on Engineering Student Team Performance," *Proceedings of the 2013 American Society for Engineering Management Conference*, Bloomington, MN, October 2 – 5, 2013, CD-ROM.

Asio, S.** and Farris, J., (2013), "Creativity and Teamwork in Engineering Student Teams: Assessment of Effort as an Intervention," *Proceedings of the 2013 American Society for Engineering Management Conference*, Bloomington, MN, October 2 – 5, 2013, CD-ROM.

Liu, W.** and Farris, J., (2012), "The Correlations between Key Factors and Project Team Performance," *Proceedings of the 2012 American Society for Engineering Management Conference*, Virginia Beach, VA, October 17 – 20, 2012, CD-ROM.

Letens, G., Di Schiena, R., Van Aken, E.M., and Farris, J., (2012), "Characteristics of Learning Organizations within the Military," *Proceedings of the 2012 American Society for Engineering Management Conference*, Virginia Beach, VA, October 17 – 20, 2012, CD-ROM.

Di Schiena, R., Letens, G., Farris, J., and Van Aken, E.M., (2012), "Learning Organizations in Crisis Environments: Characteristics of Deployed Military Units," *Proceedings of the 2012 Industrial and Systems Engineering Research Conference,* Orlando, FL, May 19 – 23, 2012, CD-ROM.*

Letens, G., Verweire, K., Slagmulder, R., Van Aken, E.M., and Farris, J. (2011), "Integrating Top-Down and Bottom-Up Change: Lessons Learned from a Longitudinal Case Study," *Proceedings of the 2011 American Society for Engineering Management Conference*, Lubbock, TX, October 19 – 22, 2011, CD-ROM.

Cudney, E.A., Corns, S.M., Farris, J., Gent, S., Grasman, S.E., and Guardiola, I.G., (2011), "Enhancing Undergraduate Engineering Education of Lean Methods using Simulation Learning Modules within a Virtual Environment," *Proceedings of the 118th American Society for Engineering Education Conference and Exposition*, Vancouver, Canada, June 26 – 29, 2011, Available http://www.asee.org/.

Martinez Leon, H.C.**, Farris, J., and Letens, G., (2011), "Improving Product Development Through Front-Loading and Enhanced Iteration Management," *Proceedings of the 2011 Industrial Engineering Research Conference*, Reno, NV, May 21 – 25, 2011, CD-ROM.* Best Paper Award: Engineering Management.

Glover, W.**, Farris, J., Van Aken, E.M., and Doolen, T.L., (2010), "Sustaining Technical System Outcomes from Kaizen Events," *Proceedings of the 2010 American Society for Engineering Management Conference*, Rogers, AR, October 13 – 16, 2010, CD-ROM.

Liu, W.** and Farris, J., (2010), "Identifying the Relationships between Key Factors and Project Team Performance," *Proceedings of the 2010 American Society for Engineering Management Conference*, Rogers, AR, October 13 – 16, 2010, CD-ROM.

Farris, J., Matis, T., McAllister, M., and Snider, A., (2010), "Perceived vs. Actual Causes of Patient Discharge Delay: Results from an Exploratory Field Study," *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, Mexico, June 5 – 9, 2010, CD-ROM.*

Rathi, N.** and Farris, J., (2010), "Evaluating the Applicability of Lean Manufacturing in Process Industries," *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, Mexico, June 5 – 9, 2010, CD-ROM.*

Verweire, K., Slagmulder, R., Farris, J., Chearskul, P.**, Van Aken, E.M., Letens, G. (2010), "Towards Customer Intimacy: Implications for Performance Measurement," *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, Mexico, June 5 – 9, 2010, CD-ROM.*

Liu, W.** and Farris, J., (2010), "Developing a Comprehensive Model of Project Team Performance: Results from a Systematic Literature Review," *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, Mexico, June 5 – 9, 2010, CD-ROM.*

Glover, W.**, Farris, J., Van Aken, E.M., Doolen, T.L., and Worley, J., (2010), "Sustaining Human Resource Outcomes from Kaizen Events," *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, Mexico, June 5 – 9, 2010, CD-ROM.* Best Paper Award: Engineering Management.

Martinez Leon, H.C.**, Farris, J., and Hernandez, A., (2010), "Criticality in New Product Development Processes," *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, Mexico, June 5 – 9, 2010, CD-ROM.*

Farris, J., Matis, T., McAllister, M., and Snider, A., (2010), "Improving Patient Discharge through a Managed System," *Proceedings of the 2010 SHS/ASQ Conference*, Atlanta, GA, February 25 – 28, 2010.

Liu, W.**, Farris, J., Glover, W.**, and Van Aken, E.M., (2009), "Perceptions of Kaizen Event Effectiveness: A Comparison Between Facilitator and Team Member Responses," *Proceedings of the 2009 American Society for Engineering Management,* Springfield, MO, October 14-17, 2009.

Liu, W.**, and Farris, J., (2009), "Perceptions of Kaizen Event Effectiveness: Comparing More and Less Successful Teams," *Proceedings of the 2009 American Society for Engineering Management,* Springfield, MO, October 14-17, 2009.

Letens, G., Van Aken, E.M., Farris, J., and Martinez Leon, H.C.**, (2009), "Optimizing Stakeholder Value and Reducing Project Waste in New Product Development Projects," *Proceedings of the 2009 American Society for Engineering Management,* Springfield, MO, October 14-17, 2009.

Farris, J., Van Aken, E.M., Doolen, T.L., Worley, J., and Liu, W.**, (2009), "Characteristics of Successful Kaizen Events: An Empirical Study," *Proceedings of the 2009 Flexible Automation and Intelligent Manufacturing Conference,* Teesside, UK, July 6-8, 2009.

Liu, W.** and Farris, J. (2009), "A Multi-Outcome Model for Kaizen Event Team Performance Analysis using Data Envelopment Analysis," *Proceedings of the 2009 Industrial Engineering Research Conference*, Miami, FL, May 30- June 3, 2009, CD-ROM.*

Martinez Leon, H.C.** and Farris, J. (2009), "Lean Product Development Process: A Systematic Literature Review," *Proceedings of the 2009 Industrial Engineering Research Conference*, Miami, FL, May 30- June 3, 2009, CD-ROM.*

Inanjai, N.** and Farris, J. (2009), "A Preliminary Decision-Support System for the Selection of Lean Tools," *Proceedings of the 2009 Industrial Engineering Research Conference*, Miami, FL, May 30- June 3, 2009, CD-ROM.

Rathi, N.** and Farris, J. (2009), "A Framework for the Implementation of Lean Techniques in Process Industries," *Proceedings of the 2009 Industrial Engineering Research Conference*, Miami, FL, May 30- June 3, 2009, CD-ROM.

Khorajia, M.**, Haas, S., and Farris, J. (2009), "Design of a Kanban System for an OR Sterile Supply Room: A Case Study," *Proceedings of the 2009 Industrial Engineering Research Conference*, Miami, FL, May 30- June 3, 2009, CD-ROM.

Liu, W.** and Farris, J. (2008), "Using Data Envelopment Analysis to Analyze Contingency Effects in Kaizen Events: A Preliminary Investigation," *Proceedings of the 2008 American Society for Engineering Management Conference*, West Point, NY, November 12-15, 2008, CD-ROM.

Liu, W.** and Farris, J. (2008), "Evaluating Kaizen Event Performance using Data Envelopment Analysis," *Proceedings of the 2008 Industrial Engineering Research Conference*, Vancouver, Canada, May 17-21, 2008, CD-ROM.*

Letens, G., Farris, J., and Van Aken, E.M. (2008), "Lean Principles for the Lean Project-Based Enterprise," *Proceedings of the 2008 Industrial Engineering Research Conference*, Vancouver, Canada, May 17-21, 2008, CD-ROM.*

Glover, W.**, Van Aken, E. M., Farris, J., Doolen, T.L., and Worley, J. (2008), "The Sustainability of Kaizen Event Outcomes: Preliminary Results," *Proceedings of the 2008 Industrial Engineering Research Conference*, Vancouver, Canada, May 17-21, 2008, CD-ROM.* Best Paper Award: Engineering Management.

Glover, W.**, Hunter, S.**, Van Aken, E.M., Farris, J., Doolen, T.L., and Worley, J. (2008), "Evaluating Kaizen Event Performance using Data Envelopment Analysis for Categorical Data," *Proceedings of the 2008 Industrial Engineering Research Conference*, Vancouver, Canada, May 17-21, 2008, CD-ROM.*

Worley, J., Doolen, T.L., Mitchell, R., Farris, J., Van Aken, E.M. (2008), "Assessing Content Validity in Kaizen Research Surveys," *Proceedings of the 2008 Industrial Engineering Research Conference*, Vancouver, Canada, May 17-21, 2008, CD-ROM.

Farris, J., Van Aken, E.M., Doolen, T.L., and Worley, J. (2007), "A Study of Mediating Relationships on Kaizen Event Teams," *Proceedings of the 2007 Industrial Engineering Research Conference*, Nashville, TN, May 19-23, 2007, CD-ROM.*

Farris, J., Van Aken, E.M., Doolen, T.L. , and Worley, J. (2007), "Evaluating the Psychometric Properties of Kaizen Event Effectiveness Measures," *Proceedings of the 2007 Industrial Engineering Research Conference*, Nashville, TN, May 19-23, 2007, CD-ROM.*

Worley, J., Doolen, T.L., Van Aken, E.M., and Farris, J. (2007), "A Comparative Assessment of Kaizen Events within an Organization," *Proceedings of the 2007 Industrial Engineering Research Conference*, Nashville, TN, May 19-23, 2007, CD-ROM.*

Farris, J., Van Aken, E.M., Doolen, T.L., and Worley, J. (2006), "Learning from Kaizen Events: A Research Methodology for Determining the Characteristics of More – and Less – Successful Events," *Proceedings of the 2006 American Society for Engineering Management Conference*, Huntsville, AL, October 25-28, 2006, CD-ROM.

Letens, G., Farris, J., and Van Aken, E.M. (2006), "Development and Application of a Framework for the Design and Assessment of a Kaizen Event Program," *Proceedings of the 2006 American Society for Engineering Management Conference*, Huntsville, AL, October 25-28, 2006, CD-ROM.

Farris, J., Van Aken, E.M., and Doolen, T.L. (2006), "Studying Kaizen Event Outcomes and Critical Success Factors: A Model-Based Approach," *Proceedings of the 2006 Industrial Engineering Research Conference*, Orlando, FL, May 20-24, 2006, CD-ROM.*

Farris, J., Van Aken E.M., Letens, G., and Ellis, K. (2005), "An Approach for Measuring the Effectiveness of Design Tools in the New Product Development Process," *Proceedings of the 2005 American Society for Engineering Management Conference,* Virginia Beach, VA, October 26-29, 2005, CD-ROM. Merrit Williamson Best Conference Paper Award.

Kosandal, P. and Farris, J. (2004), "The Strategic Role of the Kaizen Event in Driving and Sustaining Organizational Change," *Proceedings of the 2004 American Society for Engineering Management Conference*, Alexandria, VA, October 20-23, 2004, pp. 517-526.

Farris, J., Van Aken, E.M., Doolen, T.L., and Worley, J. (2004), "Longitudinal Analysis of Kaizen Event Effectiveness," *Proceedings of the 2004 Industrial Engineering Research Conference*, Houston, TX, May 15-19, 2004, CD-ROM.*

Farris, J., Groesbeck, R.L., Van Aken, E.M., and Letens, G. (2003), "Application of Data Envelopment Analysis to Evaluate a Concurrent Lifecycle Approach for Engineering Design Projects," *Proceedings of the 2003 American Society for Engineering Conference*, St. Louis, MO, October 15-18, 2003, pp. 369-378.

Farris, J., Groesbeck, R.L., Van Aken, E.M., and Letens, G. (2003), "Application of Data Envelopment Analysis to Evaluate Projects in a Government Organization," *Proceedings of the 2003 Industrial Engineering Research Conference*, Portland, OR, May 18-20, 2003, CD-ROM.

Doolen, T.L., Worley, J., Van Aken, E.M., and Farris, J. (2003), "Development of an Assessment Approach for Kaizen Events," *Proceedings of the 2003 Industrial Engineering Research Conference*, Portland, OR, May 18-20, 2003, CD-ROM.

FUNDED RESEARCH PROJECTS

Grants Active or Completed

Year	Title of Research Grant or Contract	Granting Agency	Total Amount ($) and Status	Principle Investigator and Co-Principle Investigator in order	Percent Contribution
Spring 2025	A Humanistic Approach to Visualizing Researchers' Identity Development	TTU	$4,000, Completed	Jason Tham, Jennifer A. Cross	33% (internal competition, no ORS routing)
Fall 2022	Research Initiation: Mapping Identity Development in Doctoral Engineering Students	National Science Foundation	$198,413, Completed	Jennifer A. Cross, Kelli Cargile Cook, Jason Tham, Mario Beruvides	40%
Spring 2017	Lean Implementation in Higher Education	Oregon State University	$ 8,746, Completed	Jennifer A. Cross	100%
Summer 2016 (05/16-04/17)	Development and Implementation of Project Selection Methodology using Analytic Hierarchy Process	CNS/DOE	$103,279, Completed	Jennifer A. Cross	100%
Fall 2014	Risk and Financial Models for Population Health.	Covenant Health	$105,000, Completed	Ravi Vadapalli (Jennifer A. Farris & Alex Trindade, senior personnel)	Senior personnel, 33% overall contribution
Fall 2013	A Systems Response to Safety	Anonymous Industry Sponsor	$48,858, Completed	Jennifer A. Farris, Patrick E. Patterson	50%
Summer 2013	Assessment of ED Lab Workflow	Medical Center Hospital (Ector County Hospital District)	$9,947, Completed	Jennifer A. Farris, Timothy I. Matis	50%
Summer 2011 (08/11 – 10/12)	B&W Pantex Site-Wide Safety Culture Survey	B&W Pantex, LLC (DOE Contractor for Pantex Plant)	$192,013, Completed	Jennifer A. Farris, Timothy I. Matis, Patrick E. Patterson	40%

Summer 2011 (06/11 – 08/12)	Impact of Computerized Physician Order Entry on Workflow and Employee Roles in Inpatient Units	Medical Center Hospital (Ector County Hospital District)	$48,746, Completed	Jennifer A. Farris, Timothy I. Matis	50%
Spring 2011 (02/10 – 08/11)	0-6661 Strategic Research Program Development	Texas Department of Transportation	$150,000, Completed	Theodore G. Cleaveland, Phillip T. Nash, Moon-Cheol Won (Jennifer A. Farris funded as senior personnel, one month summer salary in 2011)	Senior personnel, 50% contribution to one of two final project deliverables
Fall 2010 (10/10 – 09/11)	Center for Engineering Logistics and Distribution: Human Interactions in Logistics System	National Science Foundation	$50,000, Completed	Timothy I. Matis, Jennifer A. Farris,	50%
Fall 2010 (09/10-06/11)	Patient Discharge Process Improvement Project Phase 3: Pathways to Target Discharge Times	Medical Center Hospital (Ector County Hospital District)	$37,558, Completed	Jennifer A. Farris, Timothy I. Matis	50%
Spring 2010 (01/10 – 08/10)	CELDi: Assessing and Improving the Safety Culture at the Pantex Plant	B&W Pantex, LLC (DOE Contractor for Pantex Plant)	$102,764, Completed	Jennifer A. Farris, Timothy I. Matis, Patrick E. Patterson	34%
Spring 2010 (01/10 – 05/10)	CELDi: Patient Discharge Process Improvement Project: Phase 2 (January 1, 2010 – May 31, 2010)	Medical Center Hospital (Ector County Hospital District)	$19,203, Completed	Jennifer A. Farris, Timothy I. Matis, Iris V. Rivero	34%
Spring 2009 (03/09-06/09)	Patient Discharge Process Improvement Project: Phase One (March 2009 – June 2009)	Medical Center Hospital (Ector County Hospital District)	$16,139, Completed	Jennifer A. Farris, Iris V. Rivero, Timothy I. Matis, Ismael R. de Farias	25%
Fall 2008 (10/08 – 08/09)	Development of a Project Management Option for the M.S. in Systems and Engineering Management	TTU Distance Education Enrollment Enhancement Fund	$18,000, Completed	Milton Smith, Jennifer A. Farris, James Simonton	33% (internal competition, no ORS routing)
Fall 2008 (08/08-12/08)	Investigating the Effectiveness of Lean Manufacturing Techniques in a Healthcare Organization	Simple Health Systems	$11,952, Completed	Jennifer A. Farris	100%
Summer 2008 (05/08-08/08)	Implementation of Lean in Cotton Processing	TTU College of Engineering Summer RA Award Competition (for Naveen Rathi and Nikhil Inanjai)	$6,000, Completed	Jennifer A. Farris	100% (internal competition, no ORS routing)

AWARDS AND HONORS

Best Paper Award: Engineering Management (SEMS), IISE Annual Conference, 2024

- For the paper "Integrated Model of Organizational Resilience: A Multi-Level Systems Dynamics Approach," *Proceedings of the 2024 IISE Annual Conference*, Montreal, QC, Canada, May 18 – 21, 2024 (O. Oladimeji, H. Keathley, and J. Cross).

Merrit Williamson Best Conference Paper Award, American Society for Engineering Management Conference, 2021

- For the paper "Development of a Causal Model to Evaluate Factors in Performance Measurement Implementation," *Proceedings of the 2021 American Society for Engineering Management Virtual Interational Annual Conference (vIAC)* (O. Oladimeji**, H. Keathley, and J. Cross, ** = student).

Best Paper Award: Systems and Engineering Management, Industrial and Systems Engineering Annual Conference, 2017

- For the paper "Determinants of Goal Achievement for Continuous Improvement Projects in Hospitals," *Proceedings of the 2017 Institute of Industrial and Systems Engineers Conference*, Pittsburgh, PA, May 20-23, 2017 (F. Gonzalez Aleu, E. Van Aken, J. Cross, and W. Glover)

Member, Texas Tech Teaching Academy, May 2013-Present

Best Paper Award: Engineering Management, Industrial Engineering Research Conference, 2011

- For the paper "Improving Product Development Through Front-Loading and Enhanced Iteration Management," *Proceedings of the 2011 Industrial Engineering Research Conference*, Reno, NV, May 21 – 25, 2011 (H.C. Martinez Leon**, J. Farris, and G. Letens, ** = student).

Best Paper Award: Engineering Management, Industrial Engineering Research Conference, 2010

- For the paper "Sustaining Human Resource Outcomes from Kaizen Events," *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, Mexico, June 5 – 9, 2010 (W. Glover**, J. Farris, E.M. Van Aken, T.L. Doolen, and J. Worley, ** = student).

Ted Eschenbach Best EMJ Paper Award, Engineering Management Journal (EMJ), 2009

- Awarded for papers published in 2008. For the paper "Learning from Less Successful Kaizen Events: A Case Study," *Engineering Management Journal*, 20(3), pp. 10-20, 2008 (J. Farris, E.M. Van Aken, T.L. Doolen, and J. Worley).

Best Paper Award: Engineering Management, Industrial Engineering Research Conference, 2008

- For the paper "The Sustainability of Kaizen Event Outcomes: Preliminary Results," *Proceedings of the 2008 Industrial Engineering Research Conference*, Vancouver, Canada, May 17-21, 2008 (W. Glover*, E.M. Van Aken, J. Farris, T.L. Doolen, and J. Worley, * = student).

2007 Engineering Management Dissertation Award, American Society for Engineering Management, 2007

Epsilon Mu Eta, Engineering Management Honor Society, 2007

2006 Highly Commended Award, Emerald LiteratiNetwork, 2006

- Awarded for papers published in 2005. For the paper "Assessing Maturity and Effectiveness of Enterprise Performance Measurement Systems," *International Journal of Productivity and Performance Management*. 54(5/6), pp. 400-418, 2005 (E.M. Van Aken, G. Letens, G.D. Coleman, J. Farris, and D. Van Goubergen).

Merrit Williamson Best Conference Paper Award, American Society for Engineering Management Conference, 2005

- For the paper "An Approach for Measuring the Effectiveness of Design Tools in the New Product Development Process," *Proceedings of the 2005 American Society for Engineering Management Conference*, Virginia Beach, VA, October 26-29, 2005 (J. Farris, E.M. Van Aken, G. Letens, and K. Ellis).

Best Paper Award: Engineering Management, Industrial Engineering Research Conference, 2004

- For the paper "Longitudinal Analysis of Kaizen Event Effectiveness," Proceedings of the 2004 Industrial Engineering Research Conference, Houston, TX, May 15-19, 2004 (J. Farris, E.M. Van Aken, T.L. Doolen, and J. Worley).

Cunningham Fellowship, Virginia Tech, 2003-2005

Graduate Student Assembly Travel Fund Program Awards, 2003/2004, 2005/2006, 2006/2007

- Competitive grant program administered by the Virginia Tech Graduate Student Assembly and funded by the Virginia Tech Graduate School and the Virginia Tech Foundation. The program provides funding for graduate students traveling to professional conferences to present research conducted at Virginia Tech. Students must submit an application demonstrating academic merit, as well as an estimated budget for travel expenses. Only one application per student per academic year is permitted.

Pratt Engineering Fellowship, Industrial and Systems Engineering, Virginia Tech, 2002-2006

General Electric Fellowship, Virginia Tech, 2002-2003

Ingersoll-Rand Employee Scholarship, Virginia Tech, 2002

Alpha Pi Mu, University of Arkansas, 2000

Tau Beta Pi, University of Arkansas, 2000

Phi Kappa Phi, University of Arkansas, 2000

TEACHING EXPERIENCE

Courses at Texas Tech University and Student Evaluations (Scale: 1 = low to 5 = high):

- IE 2301, Engineering Design in Production Operations, Texas Tech University
  - Fall 2012: Instructor rating 4.49/5, Subject rating 4.47/5, 37 out of 40 students responding
  - Fall 2013: Instructor rating 4.57/5, Subject rating 4.50/5, 42 out of 49 students responding
  - Fall 2014: Instructor rating 4.60/5, Subject rating 4.51/5, 35 out of 42 students responding
  - Fall 2015: Instructor rating 4.11/5, Subject rating 4.24/5, 38 out of 50 students responding
  - Spring 2016: Instructor rating 4.29/5, Subject rating 4.29/5, 31 out of 53 students responding
  - Fall 2016: Instructor rating 4.24/5, Subject rating 4.32/5, 34 out of 49 students responding
  - Spring 2017: Instructor rating 4.29/5, Subject rating 4.33/5, 24 out of 49 students responding
  - Fall 2017: Instructor rating 4.05/5, Subject rating 4.33/5, 21 out of 49 students responding
  - Fall 2018: Instructor rating 3.89/5, Subject rating 3.96/5, 28 out of 49 students responding
  - Spring 2019: Instructor rating 4.21/5, Subject rating 4.16/5, 19 out of 39 students responding
  - Fall 2019 001: Instructor rating 4.25/5, Subject rating 4.00/5, 12 out of 31 students responding
  - Fall 2019 002: Instructor rating 3.50/5, Subject rating 3.67/5, 6 out of 14 students responding
  - Fall 2020 001: Instructor rating 3.50/5, Subject rating 3.50/5, 4 out of 10 students responding
  - Fall 2020 002: Instructor rating 4.26/5, Subject rating 4.56/5, 23 out of 38 students responding

- IE 3301, Engineering Economic Analysis, Texas Tech University (IE 2324 for Spring 2021 and later)
  - Fall 2007: Instructor rating 4.15/5, Subject rating 3.86/5, 65 out of 83 students responding
  - Fall 2008: Instructor rating 4.19/5, Subject rating 4.02/5, 64 out of 85 students responding
  - Spring 2009: Instructor rating 3.74/5, Subject rating 3.22/5, 65 out of 86 students responding
  - Fall 2009 Honors Section (H01): Instructor rating 4.64/5, Subject rating 4.47/5, 15 out of 15 students responding
  - Spring 2010: Instructor rating 4.25/5, Subject rating 3.93/5, 76 out of 90 students responding
  - Fall 2010: Instructor rating 4.34/5, Subject rating 4.11/5, 79 out of 89 students responding
  - Fall 2011: Instructor rating 3.85/5, Subject rating 3.70/5, 150 out of 179 students responding
  - Spring 2012 Honors Section (H01): Instructor rating 4.42, Subject rating 4.04, 24 out of 25 students responding
  - Spring 2012 001 Video Lecture Course*, 47 students enrolled
  - Spring 2012 002 Video Lecture Course*, 47 students enrolled
  - Spring 2012 003 Video Lecture Course*, 48 students enrolled
  - Spring 2012 004 Video Lecture Course*, 48 students enrolled
  - Spring 2012 005 Video Lecture Course*, 48 students enrolled
  - Spring 2012 006 Video Lecture Course*, 46 students enrolled

    * = video lecture course, course administered by recitation TA but I was instructor of record
  - Spring 2021 002: Instructor rating 4.15/5, Subject rating 3.80/5, 20 out of 44 students responding

    - Spring 2021 004: Instructor rating 4.33/5, Subject rating 4.56/5, 10 out of 36 students responding
    - Spring 2021 D01: Instructor rating 3.80/5, Subject rating 3.63/5, 30 out of 69 students responding
    - Fall 2021 003: Instructor rating 3.83/5, Subject rating 3.61/5, 18 out of 44 students responding
    - Fall 2021 004: Instructor rating 4.50/5, Subject rating 4.29/5, 14 out of 36 students responding

- IE 3325, Management Systems Control, Texas Tech University
    - Fall 2020 001: Instructor rating 3.75/5, Subject rating 3.83/5, 12 out of 28 students responding
    - Fall 2020 D01: Instructor rating 4.00/5, Subject rating 4.14/5, 7 out of 16 students responding

- IE 3329, Fundamentals of Project Management, Texas Tech University
    - Spring 2022: Instructor rating 4.07/5, Subject rating 4.29/5, 14 out of 24 students responding
    - Fall 2022: Instructor rating 3.23/5, Subject rating 3.15/5, 26 out of 47 students responding

- IE 4320, Fundamentals of Systems, Texas Tech University
    - Spring 2022: Instructor rating 4.88/5, Subject rating 4.75/5, 8 out of 16 students responding

- IE 4325, Productivity and Performance Improvement in Organizations: Lean Methods, Texas Tech University
    - Fall 2022: Instructor rating 3.36/5, Subject rating 3.57/5, 14 out of 30 students responding
    - Spring 2024: 3 students enrolled, Instructor rating N/A, Subject rating N/A
    - Spring 2025: 6 students enrolled, Instructor rating N/A, Subject rating N/A

- IE 4331, Individual Studies in Industrial Engineering: Performance Improvement and Lean Methodologies, Texas Tech University
    - Fall 2021: Independent study course with 25 students enrolled, Instructor rating N/A, Subject rating N/A

- IE 4331, Individual Studies in Industrial Engineering: Project Management, Texas Tech University
    - Spring 2008: Instructor rating 3.67/5, Subject rating 3.67/5, 3 out of 3 students responding
    - Fall 2009: Independent study course with 1 student enrolled, Instructor rating N/A, Subject rating N/A
    - Spring 2021: 17 students enrolled, Instructor rating N/A, Subject rating N/A

- IE 5322, Industrial Cost Analysis, Texas Tech University
    - Fall 2010 On Campus(001): Instructor rating 3.33/5, Subject rating 3.48/5, 27 out of 37 students responding
    - Fall 2010 Off Campus(D01): Instructor rating 3.50/5, Subject rating 3.17/5, 6 out of 19 students responding

- IE 5324, Advanced Economics of Systems, Texas Tech University
    - Fall 2013 On Campus(001): Instructor rating 4.00/5, Subject rating 3.88/5, 8 out of 9 students responding
    - Fall 2013 Off Campus(D01): Instructor rating 4.00/5, Subject rating 4.00/5, 1 out of 3 students responding
    - Spring 2016 On Campus(001): Instructor rating 4.63/5, Subject rating 4.53/5, 17 out of 23 students responding
    - Spring 2016 Off Campus(D01): Instructor rating 4.63/5, Subject rating 4.75/5, 8 out of 18 students responding

- IE 5325, Productivity and Performance Improvement in Organizations, Texas Tech University
    - Spring 2015 On Campus(001): Instructor rating 4.57/5, Subject rating 4.71/5, 7 out of 12 students responding
    - Spring 2015 Off Campus(D01): Instructor rating 4.62/5, Subject rating 4.38/5, 8 out of 18 students responding
    - Spring 2017 On Campus(001): Instructor rating 4.25/5, Subject rating 3.63/5, 16 out of 22 students responding
    - Spring 2017 Off Campus(D01): Instructor rating 4.17/5, Subject rating 4.17/5, 12 out of 23 students responding
    - Fall 2021 On Campus(001): Instructor rating 4.44/5, Subject rating 4.44/5, 16 out of 18 students responding
    - Fall 2021 Off Campus(D01): Instructor rating 4.33/5, Subject rating 4.00/5, 9 out of 22 students responding
    - Fall 2022 On Campus(001): Instructor rating 4.57/5, Subject rating 4.71/5, 7 out of 8 students responding
    - Fall 2022 Off Campus(D01): Instructor rating 4.14/5, Subject rating 4.21/5, 14 out of 25 students responding
    - Spring 2024 On Campus(001): Instructor rating 5/5, Subject rating 4/5, 1 out of 14 students responding
    - Spring 2024 Off Campus(D01): Instructor rating 5/5, Subject rating 5/5, 1 out of 7 students responding
    - Spring 2025 On Campus(001): Instructor rating 4.6/5, Subject rating 4.8/5, 10 out of 13 students responding

    - Spring 2025 Off Campus(D01): Instructor rating 4.1/5, Subject rating 4.4/5, 8 out of 14 students responding

- IE 5329, Project Management, Texas Tech University
    - Spring 2008: Instructor rating 3.94/5, Subject rating 4.06/5, 16 out of 18 students responding
    - Fall 2009 On Campus(001): Instructor rating 4.32/5, Subject rating 4.17/5, 23 out of 26 students responding
    - Fall 2009 Off Campus(D01): Instructor rating 3.67/5, Subject rating 3.22/5, 9 out of 22 students responding
    - Fall 2011 On Campus(001): Instructor rating 4.17/5, Subject rating 4.17/5, 23 out of 25 students responding
    - Fall 2011 Off Campus(D01): Instructor rating 4.00/5, Subject rating 4.25/5, 4 out of 24 students responding
    - Fall 2011 Off Campus(X01): Instructor rating 4.00/5, Subject rating 4.00/5, 4 out of 6 students responding
    - Spring 2013 On Campus(001): Instructor rating 3.71/5, Subject rating 3.67/5, 21 out of 26 students responding
    - Spring 2013 Off Campus(X01 & D01): Instructor rating 4.00/5, Subject rating 4.50/5, 2 out of 8 students responding
    - Fall 2014 On Campus(001): Instructor rating 4.55/5, Subject rating 4.55/5, 12 out of 19 students responding
    - Fall 2014 Off Campus(D01): Instructor rating 4.25/5, Subject rating 4.17/5, 12 out of 22 students responding
    - Fall 2016 On Campus(001): Instructor rating 4.29/5, Subject rating 4.59/5, 22 out of 32 students responding
    - Fall 2016 Off Campus(D01): Instructor rating 4.50/5, Subject rating 4.67/5, 12 out of 31 students responding
    - Fall 2017 On Campus(001): Instructor rating 4.30/5, Subject rating 4.37/5, 27 out of 29 students responding
    - Fall 2017 Off Campus(D01): Instructor rating 4.70/5, Subject rating 4.80/5, 10 out of 22 students responding
    - Fall 2018 On Campus(001): Instructor rating 4.06/5, Subject rating 4.29/5, 17 out of 21 students responding
    - Fall 2018 Off Campus(D01): Instructor rating 3.05/5, Subject rating 3.33/5, 6 out of 11 students responding
    - Fall 2019 On Campus(001): Instructor rating 4.44/5, Subject rating 4.32/5, 25 out of 31 students responding
    - Fall 2019 Off Campus(D01): Instructor rating 4.44/5, Subject rating 4.56/5, 9 out of 12 students responding
    - Spring 2021 On Campus(001): Instructor rating 4.57/5, Subject rating 4.43/5, 14 out of 27 students responding
    - Spring 2021 Off Campus(D01): Instructor rating 4.22/5, Subject rating 4.39/5, 18 out of 38 students responding
    - Spring 2022 On Campus(001): Instructor rating 4.50/5, Subject rating 4.54/5, 26 out of 30 students responding
    - Spring 2022 Off Campus(D01): Instructor rating 4.31/5, Subject rating 4.23/5, 13 out of 23 students responding
    - Fall 2022 On Campus(001): Instructor rating 4.50/5, Subject rating 4.64/5, 28 out of 35 students responding
    - Fall 2022 Off Campus(D01): Instructor rating 4.67/5, Subject rating 4.33/5, 3 out of 5 students responding
    - Fall 2023 On Campus(001): Instructor rating 4.46/5, Subject rating 4.55/5, 11 out of 14 students responding
    - Fall 2023 Off Campus(D01): Instructor rating 4.67/5, Subject rating 4.67/5, 9 out of 14 students responding
    - Fall 2024 On Campus(001): Instructor rating 4.6/5, Subject rating 4.6/5, 27 out of 34 students responding
    - Fall 2024 Off Campus(D01): Instructor rating 3.3/5, Subject rating 3.5/5, 8 out of 20 students responding

- IE 5331, Theoretical Studies in Advanced Industrial Engineering Topics: Systems Engineering Process, Texas Tech University, Summer I 2017
    - Special topics course, 10 student enrolled, Instructor rating N/A, Subject rating N/A

- IE 5331, Theoretical Studies in Advanced Industrial Engineering Topics: Lean in Healthcare, Texas Tech University, Summer I 2008, Spring 2009
    - Independent study course, 1 student enrolled per semester, Instructor rating N/A, Subject rating N/A

- IE 5331, Theoretical Studies in Advanced Industrial Engineering Topics: Advanced Project Management, Texas Tech University, Spring 2009, Summer II 2012
    - Independent study course, 1 student enrolled per semester, Instructor rating N/A, Subject rating N/A

- IE 5332, Theoretical Studies in Advanced Industrial Engineering Topics: Systems Modeling for Systems Engineering Contexts, Texas Tech University, Spring 2013
    - Independent study course, 1 student enrolled per semester, Instructor rating N/A, Subject rating N/A

- IE 5332, Theoretical Studies in Advanced Industrial Engineering Topics: Systems Engineering Course Development, Texas Tech University, Spring 2015
    - Independent study course, 1 student enrolled per semester, Instructor rating N/A, Subject rating N/A

- IE 5346, Total Quality Systems, Texas Tech University
    - Spring 2014 On Campus(001): Instructor rating 4.78/5, Subject rating 5/5, 9 out of 13 students responding
    - Spring 2014 Off Campus(D01): Instructor rating 4.50/5, Subject rating 4.50/5, 4 out of 9 students responding
    - Fall 2015 On Campus(001): Instructor rating 4.38/5, Subject rating 4.44/5, 18 out of 26 students responding
    - Fall 2015 Off Campus(D01): Instructor rating 3.83/5, Subject rating 4.00/5, 6 out of 10 students responding

GRADUATE STUDENTS SUPERVISED

PhD Students:

- 9 students in process; 22 completed (listed below)
- Seyi Famiyuro, Systems and Engineering Management, Texas Tech University
    - Artificial Intelligence/Machine Learning Driven Team Performance Appraisal for Engineering Project Teams, anticipated graduation date TBD.
- Fred Gersdorff, Systems and Engineering Management, Texas Tech University (co-chair with Dr. Kalpani Dissanayke)
    - Hybrid Tetrads in Multi-Tier Supply Networks: A Social Capital View, anticipated graduation date TBD.
- Priya Gill, Systems and Engineering Management, Texas Tech University
    - Leadership Styles and C-Suite Composition in Innovative vs. Control Companies, anticipated graduation date TBD.
- Tejas Gohokar, Systems and Engineering Management, Texas Tech University (co-chair with Dr. Dongping Du)
    - Enterprise Adoption of Machine Learning, anticipated graduation date TBD.
- Brian Jacobi, Systems and Engineering Management, Texas Tech University (co-chair with Dr. Milton Smith)
    - Impact of Industry 4.0 on Engineering Education, anticipated graduation date TBD.
- Diego Polanco-Lahoz, Systems and Engineering Management, Texas Tech University
    - Organizational Resilience in Higher Education Institutions, anticipated graduation date TBD.
- Daniel Wetzel, Systems and Engineering Management, Texas Tech University
    - Impact of Project Manager Personality on Project Outcomes, anticipated graduation date TBD.
- Brent Robertson, Industrial Engineering, University of Miami (co-chair with Dr. Mario Beruvides)
    - "Investigation of Owner Cost Of Quality and Quality Assurance In Industrial Capital Expansion Major and Mega Projects," anticipated graduation date TBD.
- Annika Sprung, Industrial Engineering, University of Miami (co-chair with Dr. Mario Beruvides)
    - Impact of National Culture on Engineering Identity Formation, anticipated graduation date TBD.
- Keith Horbatuck, Systems and Engineering Management, Texas Tech University (co-chair with Dr. Mario Beruvides)
    - "A Comparative Analysis Demonstrating Infrastructure System, Cost, and Performance Improvement Opportunities Within U. S. Water Infrastructure Systems," May 2025.
- Paula Jensen, Systems and Engineering Management, Texas Tech University
    - "Lean in Energy-Based Utilities," May 2024.
- Chrissa Mayhall, Systems and Engineering Management, Texas Tech University
    - "Preferences for and Perceived Effectiveness of Leadership Styles for Multigenerational Technical Teams in the Public Sector," May 2024.
- William Ocloo, Systems and Engineering Management, Texas Tech University
    - "Relationships Between Team Composition, Team Climate and Team Effectiveness in Engineering Teams," December 2023.
- Ramey Hindiyeh, Systems and Engineering Management, Texas Tech University
    - "Identifying critical process and outcome-related team performance antecedents that characterize overall team performance," December 2022.
- Olufunke Oladimeji, Systems and Engineering Management, Texas Tech University (co-chair with Dr. Heather Keathley-Herring)
    - "A dynamic analysis of the success factors that affect performance measurement implementation," August 2020.
- Sasan Torabzadeh Khorasani, Industrial Engineering, Texas Tech University (co-chair with Dr. Milton Smith)
    - "An Inventory Policy Model for Intravenous Fluids with Reassignment" December 2020.
- Cherise Burton, Systems and Engineering Management, Texas Tech University (co-chair with Dr. Pat Patterson)
    - "Generational Communication Preferences and their Effects on the Sending and Receiving of Information in Teams," August 2019.
- Phillip Mueller, Systems and Engineering Management, Texas Tech University
    - "Factors Impacting the Individual Adoption of Six Sigma Tools and Methodology" May 2018.

- Silky Wong, Systems and Engineering Management, Texas Tech University
  - "Knowledge Collaboration: Enablers and Impact on Practicing Engineers," May 2018.
- Gary Null, Systems and Engineering Management, Texas Tech University
  - "An Empirical Investigation of Lean Six Sigma Tool Selection in a Program Management Organization," December 2017.
- Kalpani Dissanayake, Systems and Engineering Management, Texas Tech University
  - "Development of a Supply Chain Performance Measurement Model Integrable to Industry" August 2017.
- Dale Moon, Systems and Engineering Management, Texas Tech University
  - "Real Time Economic Model for Behind the Meter Wind Generation Installation in a Government Facility," December 2016.
- David Day, Systems and Engineering Management, Texas Tech University
  - "Barriers to Continuous Process Improvement in a Military Organization," December 2015.
- Tara Welborne, Systems and Engineering Management, Texas Tech University
  - "A Preliminary Investigation of the Impact of Geographic Dispersion and Degree of Virtuality on Engineering Student Team Processes and Performance," August 2015.
- James Gibson, Systems and Engineering Management, Texas Tech University
  - "Operationalizing the Opportunity Cost of US Energy Policies on the Electric Utility Sector using the Mean-Variance Portfolio Theory," August 2015.
- Sarah Asio, Industrial Engineering, Texas Tech University
  - "An Empirical Investigation of Predictors of Perceived Innovation within Engineering Student Design Teams," May 2015.
- Robert Steele, Systems and Engineering Management, Texas Tech University
  - "Scalable Systems Engineering Ontology for Small and Medium Enterprise (SME) Research Organizations," August 2014.
- Wen-Hsing Liu, Industrial Engineering, Texas Tech University
  - "A Comprehensive Model of Perceived Project Team Performance," May 2012.
- Hilda Cecilia Martinez Leon, Systems and Engineering Management, Texas Tech University (co-chair with Dr. Alberto Hernandez),
  - "Integrated Analytical Methodology for Designing and Evaluating Schedules for Product Development Projects," December 2010.
- Pimsinee Chearskul, Industrial and Systems Engineering, Virginia Tech (co-chair with Dr. Eileen M. Van Aken)
  - "An Empirical Investigation of Performance Measurement System Use and Organizational Performance," December 2010.
- Wiljeana Jackson Glover, Industrial and Systems Engineering, Virginia Tech (co-chair with Dr. Eileen Van Aken)
  - "Critical Success Factors for Sustaining Kaizen Event Outcomes," May 2010.

MS Students:

- 2 completed (listed below)
- Nikhil Inanjai, Manufacturing and Systems Engineering, Texas Tech University
  - "A Preliminary Decision Support System for the Selection of Lean Tools," December 2009.
- Naveen Rathi, Industrial Engineering, Texas Tech University
  - "A Framework for the Implementation of Lean Techniques in Process Industries," December 2009.

GRADUATE STUDENT AWARDS

- Olufunke Oladimeji, 2020 Engineering Management Dissertation Award, American Society for Engineering Management
- Kalpani Dissanayake, 2018 Engineering Management Dissertation Award, American Society for Engineering Management
- Kalpani Dissanayake, 1st place, 2015 ASEM Annual Conference Student Best Paper Contest
- Sarah Asio and Sasan Torabzadeh Khorasani, 1st place, 2015 SEMS Student Paper Competition sponsored by UPS and awarded by IIE/SEMS in association with the ISERC Annual Conference
- Wen-Hsing Liu, 2012 Highly Commended Award Winner of the Emerald/EFMD Outstanding Doctoral Research Awards in the Operations and Production Management Category
- Wiljeana Glover, 2011 Engineering Management Dissertation Award, American Society for Engineering Management
- Wen-Hsing Liu, 3rd place, 2010 ASEM Annual Conference Student Best Paper Contest
- Hilda Cecilia Martinez Leon, 2nd place, 2010 Lean Student Paper Competition sponsored by J T. and Carol S. Black and awarded by the IIE Lean Division in association with the IERC Annual Conference

- Hilda Cecilia Martinez Leon, 3rd place, 2009 ASEM Annual Conference Student Best Paper Contest

SELECTD PROFESSIONAL SERVICE

Senior Vice President -North American Operations: Institute of Industrial & Systems Engineers (IISE), April 2021 – March 2024.

Board Member: Lean Division Board of Directors, a technical division of the Institute of Industrial & Systems Engineers (IISE), elected March 2019 to a two-year term, April 2019-March 2021.

Vice President for Student Development: Institute of Industrial & Systems Engineers (IISE), March 2014-March 2017.

Scholarship Director: American Society for Engineering Management (ASEM), December 2013 – October 2014

Editor-in-Chief: Engineering Management Journal, May 2022 – present.

Consultating Editor: International Journal of Management Reviews, September 2023 – present.

Associate Editor: International Journal of Management Reviews, August 2020 – September 2023.

Managing Editor: Engineering Management Journal, June 2016 – May 2022.

Associate Editor: Engineering Management Journal, June 2012 – June 2016.

Editorial Advisory Board: Journal of Manufacturing Technology Management, April 2016 – present.
Guest Editor: International Journal of Management Reviews, Special Issue "Towards a Theoretical Foundation for Performance Measurement and Management," August 2015 – July 2018.

President: Society for Engineering and Management Systems (SEMS), a technical society of the Institute of Industrial Engineers (IIE), elected May 2011 to a three-year term, June 2011 - May 2014 (President-Elect 2011-2012, President 2012-2013, Immediate Past President 2013-2014).

Strategic Planning Track Chair/Co-Chair: 2013, 2014, 2015, 2016, 2017 American Society for Engineering Management Conferences, February 2013 - October 2013, February 2014 - October 2014, February 2015 - October 2015, February 2016 - October 2016, February 2017 - October 2017.

Technical Program Co-Chair: 2011 American Society for Engineering Management Conference, October 2010 - October 2011.

Board Member: Society for Engineering and Management Systems (SEMS) Board of Directors, a technical society of the Institute of Industrial Engineers (IIE), elected May 2008 to a three-year term, June 2008-May 2011.

Track Co-Chair: Engineering Management Track, 2010 and 2011 Industrial Engineering Research Conferences, June 2009 – May 2011.