

ELIZABETH ANDERSON FLETCHER

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C. T. Bauer College of Business
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EDUCATION

Doctor of Philosophy in Business Administration
University of Houston, Houston, Texas
Major: Operations Management
Minor: Quantitative Management Science
May 1992

Master of Business Administration
University of Houston, Houston, Texas
Concentration: Quantitative Management Science
August 1986

Bachelor of Business Administration
University of Houston, Houston, Texas
Major: Finance
May 1984

ACADEMIC EXPERIENCE

Associate Professor, Hobby Center for Public Policy, Hobby School of Public Affairs, University of Houston, September 2015 to present.

Associate Professor, Supply Chain Management, Department of Decision and Information Sciences, C. T. Bauer College of Business, University of Houston, September 1998 to present.

Associate Vice Chancellor for Research and Technology Transfer, University of Houston System/Associate Vice President for Research and Technology Transfer, University of Houston, June 2010 to December 2011.

Associate Vice President for Research Operations, University of Houston, February 2008 to June 2010.

Associate Dean for Administration and Academic Affairs, C. T. Bauer College of Business, University of Houston, July 2001 to February 2008.

Assistant Professor, Department of Decision and Information Sciences, C. T. Bauer College of Business, University of Houston, September 1992 to August 1998.

Visiting Assistant Professor, Department of Decision and Information Sciences, C. T. Bauer College of Business, University of Houston, September 1991 to August 1992.

Instructor, The Madrid Business School, Summers 1990, 1991, and 1992.

Teaching Fellow, Department of Decision and Information Sciences, C. T. Bauer College of Business, University of Houston, August 1987 through August 1991.

PUBLICATIONS—ACADEMIC

Murray, M. J., Chin, W. W., Anderson-Fletcher, E., "Satisfaction with ERP Systems in Supply Chain Operations," in H. Abdi, W. W. Chin, V. E. Vinzi, G. Russolillo, & L. Trinchera (Eds.), *New Perspectives in Partial Least Squares and Related Methods, Springer Proceedings in Mathematics & Statistics* (Book 56), 2013, Berlin: Springer-Verlag, 295-313.

Birx, Donald L., Anderson-Fletcher, Elizabeth, and Whitney, Elizabeth, "Growing an Emerging Research University," *The Journal of Research Administration*, 2013, 44, 1, pp. 11-35.

Gardner, Everette S. Jr., Anderson-Fletcher, Elizabeth A., and Wicks, Angela M., "Further Results on Focus Forecasting vs. Exponential Smoothing," *International Journal of Forecasting*, 2001, 17, 287-293.

Canel, Cem, and Anderson-Fletcher, Elizabeth A., "Analysis of Service Quality at a Student Health Center," *International Journal of Health Care Quality Assurance*, 2001, 14, 6, 260-267.

Canel, Cem, Rosen, Drew, and Anderson-Fletcher, Elizabeth A., "Just-in-Time is Not Just for Manufacturing: A Service Perspective," *Industrial Management and Data Systems*, 2000, 100, 2, 51-60.

Anderson, Elizabeth A., and Adams, Dennis A., "Assessing the Effectiveness of a Quality Program: Lessons from Employees," *Production and Inventory Management Journal*, 1997, 38, 4, 1-6.

Gardner, Everette S., and Anderson, Elizabeth A., "Focus Forecasting Reconsidered," *International Journal of Forecasting*, 1997, 13, 501-508.

Anderson, Elizabeth A., and Zwelling, Leonard A., "Strategic Service Quality Management for Health Care," *American Journal of Medical Quality*, 1996, 11, 1, 3-10.

Anderson, Elizabeth A., and Zwelling, Leonard A., "Measuring Service Quality in a Cancer Center," *International Journal of Health Care Quality Assurance*, 1996, 9, 7, 9-22.

Anderson, Elizabeth A., and Diaz, Joaquin, "Using Process Control Chart Techniques to Analyze Crime Rates in Houston, Texas," *Journal of the Operational Research Society*, 1996, 47, 871-881.

Anderson, Elizabeth A., "Judgmental and Statistical Methods of Peak Electric Load Management," *International Journal of Forecasting*, 1995, 11, 2, 295-305.

Anderson, Elizabeth A., "Measuring Service Quality at a University Health Clinic," *International Journal of Health Care Quality Assurance*, 1995, 8, 2, 32-37.

Anderson, Elizabeth A., "High Tech v. High Touch: A Case Study of TQM Implementation in Higher Education," *Managing Service Quality*, 1995, 5, 2, 48-56.

Anderson, Elizabeth A., and Ostrofsky, Benjamin, "Enhancement of the Knowledge Acquisition Process in Designing Expert Systems," *The Annals of the Society of Logistic Engineers*, 1990, 2, 1, 71-82.

PUBLICATIONS—OTHER

Anderson-Fletcher, Elizabeth A., "Going From Zero to Sixty in Twelve Months: Implementing Assessment at the Bauer College of Business," *Assessment of Student Learning in Business Schools: Best Practices Each Step of the Way*, 2005, Association for Institutional Research, 1, 2, 64-83.

WORK IN PROGRESS

"The Texas Health Presbyterian Hospital Ebola Crisis: A Perfect Storm of Human Errors, Systems Failures, and Lack of Mindfulness," with Dusya Vera and JeAnna Abbott.

"Empirical Evaluation of Cypress Creek's Volunteer Firefighter Staffing Initiative," with Terry Mayes and Tim Gibson.

"Antecedents, Moderators, and Outcomes of Firefighter Stress," with Richard DeFrank and Tim Gibson.

"Satisfaction with ERP Systems in Supply Chain Operations," with Wynne Chin and Michael Murray.

PROCEEDINGS AND PRESENTATIONS

"Customer Service in the Line of Fire," presented to UH College of Pharmacy staff, July 11, 2014

“Satisfaction with ERP Systems in Supply Chain Operations,” with Michael Murray and Wynne Chin, presented at the International Conference on Partial Least Squares and Related Methods, Houston, Texas, May 19-22, 2012.

“Leadership: Lessons Learned from being Thrown in the Fire,” American Business Women’s Association San Jacinto Chapter, Houston, Texas, May 20, 2012.

“UH Research,” various presentations to constituents of the Division of Research, 2009-2011.

“The Assessment End Game: a Gedankenexperiment,” with David Martin, presented at the AACSB Assessment Conference, December 5, 2008.

“Building an Administrative Infrastructure for Assessment and Accreditation,” with Todd Chaykosky and Miguel Ramos, presented at the Texas A&M University Assessment Conference, February 19, 2008.

“Gedankenexperiment: Designing an Assurance of Learning System without Constraints,” presented at the AACSB Associate Deans Conference, December 14, 2007.

“Assessment in Practice: Building Blocks for Development and Implementation of a Successful Assessment Process,” with David G. Martin and Karen Tarnoff, invited panel, presented at the 2007 Annual Meeting, Decision Sciences Institute, November 17-20, 2007.

“Leadership?,” presented at the American Woman’s Society of Certified Public Accountants’ First Annual Leadership Conference, October 20, 2007.

“Service Quality—the Big Picture,” presented to the UH Human Resources Department, November 9, 2006.

“Assessment: an Implementation Strategy from the Trenches,” presented at the AACSB Continuous Improvement Conference, October 2, 2005.

“A Review of the Medical Errors Research Agenda,” with Ravi S. Behara, and John Valentine, published in the *Proceedings* and presented at the 2001 Annual Meeting, Decision Sciences Institute, November 18-20, 2001.

“Health Care Management: Challenges of Course Development and Teaching,” published in the *Proceedings* and presented at the 1998 Annual Meeting, Decision Sciences Institute, November 22-24, 1998.

“Evaluating Quality in Service Organizations,” presented at the American Women’s Society of Certified Public Accountants Houston Chapter’s September 1998 meeting.

“Evaluating Quality in Service Organizations,” presented at the American Production and Inventory Control Society Houston Chapter’s April 1998 meeting.

“Strategic Quality Management: Manufacturing and Service,” with Sukran Kadipasoglu, published in the *Proceedings* and presented at the 1997 Annual Meeting, Decision Sciences Institute, November 23-25, 1997.

“Teaching Health Care Operations: Merging Business and Medicine,” published in the *Proceedings* and presented at the 1997 Annual Meeting, Decision Sciences Institute, November 23-25, 1997.

“Quality Management Initiatives and Business Outcomes: The Roles of TQM, Re-engineering, ISO 9000, and Baldrige Activities in Firms,” with Basheer M. Khumawala and Abeezer S. Tyebji, published in the *Proceedings* and presented at the 1996 Annual Meeting, Decision Sciences Institute, November 24-26, 1996.

“Evaluating Quality in Fire Service Organizations,” presented at the Southwest Division of the International Association of Fire Chiefs Annual Conference, May 21, 1996.

“Using Control Charts to Measure Service Quality at the University of Texas M. D. Anderson Cancer Center,” with Leonard A. Zwelling, published in the *Proceedings* and presented at the 1995 Annual Meeting, Decision Sciences Institute, November 20-22, 1995.

“Manufacturing vs. Service Concentration in World Economies: A Cyclical Phenomenon,” with Antonio Rios, published in the *Proceedings* and presented at the 1994 Annual Meeting, Decision Sciences Institute, November 20-22, 1994.

“Measuring Service Quality at a University Academic Advising Office,” with Frank Kelley, published in the *Proceedings* and presented at the 1994 Annual Meeting, Decision Sciences Institute, November 20-22, 1994.

“Scheduling Competing Events on a Scarce Resource: A Unique Way to Allocate Student Practice Times on a University Pipe Organ,” published in the *Proceedings* and presented at the 1989 Annual Meeting, Decision Sciences Institute, November 20-22, 1989.

RESEARCH GRANTS

Interdisciplinary Research Grant, Hobby Center for Public Policy, University of Houston, 2016, “Antecedents, Moderators, and Outcomes of Firefighter Stress,” Principal Investigator; Richard DeFrank, Co-Investigator.

Research Initiation Grant, University of Houston, 1993, “The Development of Computer-based Expert Systems for Electric Utility Peak-shaving Decision Making,” Principal Investigator.

DOCTORAL STUDENT COMMITTEES—CHAIR

Angela Wicks (Operations Management), 2001-2005, Dissertation: “The Development and Evaluation of a Patient Satisfaction Model for Health Service Organizations”

DOCTORAL STUDENT COMMITTEES—MEMBER

Reza Vaezi (Management Information Systems), 2012

John Visich (Operations Management), 2000-2002

Faiza Zalila (Operations Management), 2000-2002

Salima Delhoum (Industrial Engineering), 1999

Staci Smith (Statistics and Operations Research), 1998

Karl Kampschroeder (Marketing), 1997

Brad Silver (Operations Management), 1995-1996

Andrew Tiger (Industrial Engineering), 1994-1995

Zell Cantrell (Operations Management), 1994-1995

Ray Forsthoffer (Operations Management), 1993-1995

HONORS THESIS COMMITTEES—CHAIR

Mariah Wills, “Personality Hardiness, Resiliency and Compassion Fatigue in Traumatic Brain Injury Rehabilitation Health Care Workers,” Department of Management, Fall 2015 to Spring 2016.

HONORS THESIS COMMITTEES—READER

Jack Reader, “Commodity Price Influence in Energy M&A,” Department of Finance, Spring 2015 to Fall 2015.

Sheryl Herin-Devereaux, “Making Sense of the Middle Income and Income Inequality Dispute,” Department of Political Science, Fall 2013 to Spring 2014.

OTHER UNDERGRADUATE MENTORED RESEARCH

Dami Kehinde, “The African Health Care System,” independent study, Fall 2015.

William Solomon, “Teacher Bonuses and Standardized Test Scores,” Summer Undergraduate Research Fellowship (SURF), Summer 2015.

Priyanka Savant, “The Impact of Healthcare Information Technology on Reducing Medical Errors and Improving Patient Safety,” independent study, Summer 2015.

Mark Wedemeyer, “Mental Health in First Responders: Suicide in the Fire Service,” independent study, Spring 2015.

Adam McBride, “Analyzing the Impact of a Lean Mindset on Future Performance Metrics,” Provost’s Undergraduate Research Scholarship (PURS), Fall 2014.

SCHOLARLY HONORS AND AWARDS

C. T. Bauer College of Business Executive MBA Faculty Fellow, 2002-2003.

C. T. Bauer College of Business Executive MBA Alumni Distinguished Faculty Award, 2001.

University of Houston College of Business Administration Melcher Faculty Service Fellow, 2000.

University of Houston College of Business Administration Melcher Faculty Research Fellow, 1999.

University of Houston College of Business Administration Melcher Faculty Service Fellow, 1998.

University of Houston College of Business Administration Melcher Award for Teaching Excellence by a Doctoral Candidate, 1991.

Society of Logistics Engineers, Logistics Education Foundation Scholarship Award, September 1989.

REVIEWING ACTIVITIES

Management Science

International Journal of Forecasting

Journal of Operations Management

European Journal of Operational Research

International Journal for Quality in Health Care

Socio-Economic Planning Sciences: The International Journal of Public Sector Decision Making

AACSB Assessment Conference, 2011 and 2012

Decision Sciences Institute 1995, 1996, 1997, 1998 Annual Meetings

Academy of Management National Conference, 1996

Academy of Business Administration National Conference, 1996

TEACHING ACTIVITIES

Undergraduate Courses:

SCM 3301H: Supply Chain Management (Honors)
 SCM 3301: Supply Chain Management (Mass Section)
 SCM 4301: Logistics Management
 SCM 4397: Supply Chain and Logistics Management
 DISC 3301: Production and Operations Management
 DISC 4363: Service Operations Management
 DISC 4365: Production and Logistics Operations Analysis
 DISC 4366: Manufacturing and Distribution Management
 DISC 4397: Health Care Operations Management

Graduate Courses—Masters Level:

DISC 6301: Production and Operations Management (including Executive MBA)
 DISC 7361: Service Operations Management
 DISC 7365: Manufacturing and Distribution Technology
 DISC 7366: Distribution Problems and Logistics
 DISC 7397: Health Care Operations Management

Graduate Courses—Doctoral Level:

DISC 8397: Doctoral Seminar in Operations Management

Executive Education and Seminars

“Applied Assessment Seminar: Student Learning as a Way of Life,” AACSB, March 2006 to June 2013, with David G. Martin, Dean, College of Business, St. John Fisher University.

“Executive MBA Math Review,” 1990 to 2007 annually; 2012.

“Analytical Foundations: Review of Quantitative Methods,” 1998-2001, annually.

“Managing Production and Operations,” Center for Executive Development and Center for Global Manufacturing, 1991-1997.

“Managing Health Care Operations,” Center for Executive Development, January 1997.

New Course Development

DISC 4363/7361 Service Operations Management—developed and first offered in 1991 with substantial revisions in 1993, 1995, 1997, and 2002. The course explores the operating characteristics unique to service organizations, which present different challenges than those typically found in manufacturing. The course has been structured according to a seminar format, using journal articles, Harvard Business School cases, and guest speakers from

private and public sector service organizations. The students work in groups on projects to gain hands-on experience in analyzing problems of particular service organizations.

DISC 4397/7397 Health Care Operations Management—developed in 1997 and first offered in Spring 1998. Topics such as quality, reengineering, inventory management, resource allocation, and personnel scheduling have become critical in the highly-competitive health care arena, particularly in the wake of federal attempts at health care reform. The course presents qualitative concepts and quantitative tools, balancing theory and practice. Students are required to complete a group research project at a health care institution.

SELECTED UNIVERSITY, PROFESSIONAL, AND COMMUNITY SERVICE

Firefighter, Cypress Creek Volunteer Fire Department, October 2011 to present.

Member, Mayor Sylvester Turner's Transition Team, January-March, 2016.

Chair, Strategic Planning Committee, Member, Board of Directors, Emergency Ministries, October 2014 to present.

Member, UH Campus Emergency Response Team (UH CERT), Department of Public Safety, University of Houston, Harris County Emergency Management Bureau, Spring 2013 to present.

Curriculum Committee, Hobby School of Public Affairs/ Hobby Center for Public Policy, January 2013 to present

Faculty Research Fellow, Faculty Advisory Board, Hobby School of Public Affairs/Hobby Center for Public Policy, January 2011 to present.

Staff Development Task Force, Subcommittee of Strategic Planning Committee, C. T. Bauer College of Business, 2014.

Board Member, Houston Advanced Research Center (HARC), June 2010 to December 2011.

UH Radiation Safety Committee (required member to make quorum), June 2010 to December 2011.

Conflict of Interest Committee, 2008 to 2011.

Environmental Risk Management Committee, 2008 to 2011.

Facilities Master Planning Committee, Capital Renewal and Deferred Maintenance Committee, Facilities Executive Committee, Construction and Financial Planning Committee, 2008 to 2011.

SACS QEP Assessment Task Force, 2006 to 2011.

Presentation, "Horse Sense: Dressage Basics," Girl Scout University Day at UH, November 15, 2008.

Board Member, Gulf Coast Veterinary Foundation, 2003-2005.

Proceedings Editor, Decision Sciences Institute 6th Annual International Conference, Chihuahua, Mexico, July 2001.

Network Advisory Committee, Mental Health and Mental Retardation Authority of Harris County, 2000-2001.

College of Business Administration Dean Search Committee, Fall 1998 to Spring 2001.

College of Business Administration Health Care Executive MBA Task Force, Fall 1999 to Fall 2000.

Faculty Senator from the College of Business Administration, January 1998 to July 2001.

Chair, Faculty Senate Faculty Affairs Committee, 2001.

Judge, *2000 Houston Torch Awards for Excellence*, 2000.

Faculty Senate Faculty Affairs Committee, 1999, 2000.

Faculty Senate Educational Policies and Student Affairs Committee, 1998.

University of Houston Division of Health Sciences and Health Professions Committee, task force initiated by Executive Vice President for Academic Affairs and Provost to study the feasibility of developing a Division of Health Sciences and Health Professions in partnership with the Texas Medical Center, Spring 1997 to Fall 1999.

College of Business Administration Academic Honesty Committee, September 1995 to August 1998.

Judge, *Houston Awards for Quality*, 1995 to 1998.

Judge, *Arthur Andersen Enterprise Awards for Best Practice*, 1996.

SELECTED COMMUNITY STUDENT PROJECTS

The Methodist Hospital Outpatient Dialysis Center

An Analysis of Community Need, Operations and Finance, and Future Alternatives,
2006

- The University of Houston College of Business Office of Student Services
Assessment of Service Quality, 1993, 1994, 1995, 2002
Improving Service Quality Through Automation of Student Information, 1996
- University of Houston College of Business Administration Elizabeth D. Rockwell Career Services Center
Analysis of Student Usage Patterns and Perceptions of Service Quality, 1997
Service Audit, 2002
- Wheeler Avenue Baptist Church
Service Quality Study, 1999
- Columbia Occupational Medicine Clinic
Service Audit, 1998
- Maxor Pharmacy, St. Joseph—Houston
Patient Satisfaction Survey, 1998
- Woodlands Fire Department
Analysis of Fire Service Operations, 1997, 1998
Analysis of EMS and Fire Service Quality and Customer Satisfaction, 1999
- City of Houston Mayor's Office
An Internal Service Quality Assessment of the City of Houston's Personnel, Finance and Administration, and Legal Departments, 1995, 1996, 1997, 1998
- Methodist Hospital
Analysis of Precertification Process for Surgeries, 1996
Measuring Patient Satisfaction at the Rehabilitation Center, 1997
- Houston Police Department
Assessment of the Effectiveness of the 655 Overtime Program, 1993
Analysis of Patrol Deployment and Resource Allocation, 1996
- The University of Texas M. D. Anderson Cancer Center
Assessment of Service Quality of the Medical Breast, Leukemia, Gastroenterology, and Bone Marrow Aspiration clinics, 1993, 1994
- University of Houston Eye Institute (Optometry Clinic)
Assessment of Patient Perceptions of Service Quality, 1994
Service Audit, 2002
- University of Houston Career Planning and Placement Center
Service Quality Assessment, 1994
Analysis of Waiting Times and Resource Allocation, 1996

Baylor College of Medicine
Physician Scheduling for the Department of Pediatrics, 1992