

RAVI SUBRAMANIAN

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I. EARNED DEGREES

Ph.D., Operations & Management Science (2005)
Dissertation Title: *Essays in Sustainable Operations*
Stephen M. Ross School of Business, University of Michigan, Ann Arbor.

M.S., Industrial & Operations Engineering (2002)
University of Michigan, Ann Arbor.

M.B.A., Specialization in Operations & Technology Management (1999)
School of Management, Indian Institute of Technology Mumbai.

B.E. (Honors), Mechanical Engineering (1997)
Birla Institute of Technology & Science, Pilani (India).

II. EMPLOYMENT HISTORY

Scheller College of Business, Georgia Tech
Associate Professor of Operations Management (08/2012-Present)
Faculty Director, Denning Technology and Management Program (01/2013-08/2016)
Operations Management Area PhD Coordinator (07/2012-05/2015)

Assistant Professor of Operations Management (08/2005-07/2012)

Office Furniture Business, Godrej & Boyce Mfg. Co. Ltd., Mumbai
Assistant Manager, Production Planning and Control (06/1999-07/2000)
Intern, Production Planning and Control (01/1999-05/1999)

III. HONORS AND AWARDS

- *Inaugural Best Department Editor Award (2018)*, Production and Operations Management Journal (awarded to three out of the 39 Department Editors at the Journal).
- First Place, *INFORMS Public Sector OR Best Paper Competition (2016)* for the paper titled “Improving Societal Outcomes in the Organ Donation Value Chain,” co-authored with Scheller doctoral student Priyank Arora.
- *Brady Family Award for Faculty Teaching Excellence*, Scheller College of Business (2014). This award recognizes “the inspiration and encouragement provided to students and the ability to engender curiosity and love of learning, as well as to increase the knowledge, skills, and abilities related to the subject matter.”

- Voted *Outstanding Core Professor of the Year* by the Full-Time MBA Students, Scheller College of Business (2012).
- *Inaugural Paul Kleindorfer Award in Sustainability* (2012). This award recognizes “young scholars who have distinguished themselves through the breadth and innovativeness of their scholarly work on questions related to sustainable operations and the social and environmental impact of business.”
- *Inaugural James F. Frazier, Jr. Award for Teaching Excellence*, Scheller College of Business (2009). This award recognizes “the inspiration and encouragement provided to students and the ability to engender curiosity and love of learning, as well as to increase the knowledge, skills, and abilities related to the subject matter.”
- *Honorable Mention, Inaugural Page Prize for Environmental Sustainability Curriculum* (2008), awarded for “efforts to expose business students to state-of-the-art environmental sustainability knowledge.” One prize and one honorable mention were awarded for entries from the US.
- Thank-a-Teacher Certificates, Georgia Tech (multiple, 2006-Present).
- *President’s Undergraduate Research Award*, Georgia Tech (2006 and 2008).
- *INFORMS MSOM Student Paper Competition – Second Prize* (2004) from among 54 entries.
- *INFORMS ENRE Section Student Paper Competition – Honorable Mention* (2004).
- Richter Fellowship (2004-05), Michigan Business School Fellowship (2000-04), Rackham Fellowship (2000-01), University of Michigan.

IV. RESEARCH, SCHOLARSHIP, AND CREATIVE ACTIVITIES

A. PUBLISHED BOOK CHAPTERS

1. Jacobs, B., R. Subramanian, M. Hora, V. Singhal. 2016. Market Value Implications of Voluntary Corporate Environmental Initiatives (CEIs). In *Sustainable Supply Chains: A Research-Based Textbook on Operations and Strategy* (Y. Bouchery, C. J. Corbett, J. C. Fransoo, T. Tan, Eds.), Springer. pp. 319-338.
2. Subramanian, R. 2012. Incorporating Life-Cycle Economic and Environmental Factors in Managerial Decision-Making. In *Sustainable Supply Chains: Models, Methods, and Public Policy Implications* (T. Boone, V. Jayaraman, R. Ganeshan, Eds.), Springer. pp. 201-222.
3. Subramanian, R. 2010. The Market for Remanufactured Products: Empirical Findings. In *Closed Loop Supply Chains: New Developments to Improve the Sustainability of Business Practices* (M. Ferguson, G. Souza, Eds.), CRC Press – Taylor & Francis Group. pp. 131-142.
4. Mayorga, M., R. Subramanian. 2009. Incorporating Environmental Concerns in Supply Chain Optimization. In *Environmentally Conscious Materials Handling* (M. Kutz, Ed.). John Wiley & Sons. pp. 117-135.

B. REFEREED PUBLICATIONS AND SUBMITTED ARTICLES

Note: Asterisk (*) at the beginning indicates work done at Georgia Tech. Co-authors in boldface were PhD students at the time of initial journal submission.

Published/Accepted Journal Articles:

1. ***Arora, P.**, R. Subramanian. 2019. Improving Societal Outcomes in the Organ Donation Value Chain. *Production and Operations Management*. **Forthcoming**.
- *First Place, 2016 INFORMS Public Sector OR Best Paper Competition.*
2. *Xiao, W., C. Gaimon, R. Subramanian. M. Biehl. 2019. Investment in Environmental Process Improvement. *Production and Operations Management*. **28**(2) 407-420.
3. *Hora, M., R. Subramanian. 2018. Relationship between Positive Environmental Disclosures and Environmental Performance: An Empirical Investigation of the Greenwashing Sin of the Hidden Trade-off. *Journal of Industrial Ecology*. **Forthcoming**. <https://doi.org/10.1111/jiec.12823>.
4. ***Fu, W.**, B. Kalkanci, R. Subramanian. 2018. Are Hazardous Substance Rankings Effective? An Empirical Investigation of Information Dissemination about the Relative Hazards of Chemicals and Emissions Reductions. *Manufacturing and Service Operations Management*. **Forthcoming**. <https://doi.org/10.1287/msom.2018.0710>.
5. *Subramanian, R., M. Ferguson, L. B. Toktay. 2013. Remanufacturing and the Component Commonality Decision. *Production and Operations Management*. **22**(1) 36-53.
6. *Atasu, A., R. Subramanian. 2012. Extended Producer Responsibility for E-Waste: Individual or Collective Producer Responsibility? *Production and Operations Management*. **21**(6) 1042-1059.
7. *Subramanian, R., R. Subramanyam. 2012. Key Factors in the Market for Remanufactured Products. *Manufacturing and Service Operations Management*. **14**(2) 315-326.
8. ***Kroes, J.**, R. Subramanian, R. Subramanyam. 2012. Operational Compliance Levers, Environmental Performance, and Firm Performance under Cap and Trade Regulation. *Manufacturing and Service Operations Management*. **14**(2) 186-201.
9. ***Jacobs, B.**, R. Subramanian. 2012. Sharing Responsibility for Product Recovery Across the Supply Chain. *Production and Operations Management*. **21**(1) 85-100.
10. Subramanian, R., B. Talbot. S. Gupta. 2010. An Approach to Integrating Environmental Considerations within Managerial Decision-Making. *Journal of Industrial Ecology*. **14**(3) 378-398.
- *Article featured in 2011 "Editor's Choice" Issue of "noteworthy articles on topics currently of interest."*
11. ***Jacobs, B.**, V. Singhal, R. Subramanian. 2010. An Empirical Investigation of Environmental Performance and the Market Value of the Firm. *Journal of Operations Management*. **28** 430-441.
12. Subramanian, R., S. Gupta, B. Talbot. 2009. Product Design and Supply Chain Coordination under Extended Producer Responsibility. *Production and Operations Management*. **18**(3) 259-277.

13. Subramanian, R., S. Gupta, B. Talbot. 2007. Compliance Strategies under Permits for Emissions. *Production and Operations Management*, **16**(6) 763-779.
 - *Second prize at the INFORMS Manufacturing and Service Operations Management (MSOM) 2004 student paper competition; Honorable mention at the INFORMS Energy, Natural Resources and the Environment (ENRE) 2004 student paper competition.*
14. Subramanian, R., S. Gupta, B. Talbot. 2005. Emissions Compliance Strategies: A Permit Auction Model. In The MSOM Society Student Paper Competition: Extended Abstracts of 2004 Winners. *Manufacturing and Service Operations Management*, **7**(1) 85-88.

Submitted Journal Articles:

15. ***Singh, N.**, K. Ramachandran, R. Subramanian. Intertemporal Product Management with Strategic Consumers: The Value of Defective Product Returns.
16. ***Arora, P.**, Hora, M., V. Singhal, R. Subramanian. When do Appointments of Corporate Sustainability Executives affect Shareholder Value?
17. ***Bellamy, M.**, S. Dhanorkar, R. Subramanian. Supply Chain Network Structure and Environmental Information Disclosure.
18. *Subramanian, R., N. Tereyagolu. Interactive Effects of Buyer Safeguards in an Online Marketplace: Evidence for New and Refurbished Products.

Other Articles In Progress:

19. ***Singh, N.**, R. Subramanian, S. Kavadias. Product Quality and the Value of Asymmetric Information under Supplier-Specified Contracts. Sourcing under Endogenous Product Quality: Implications of Contract Type and Asymmetric Information. *Working Paper (Draft available)*.
20. ***Ramani, V.**, R. Subramanian. A Comparison of Outcome and Behavior-Based Incentive Programs for Workplace Safety. *Working Paper (Draft in preparation)*.
21. ***Bond, S. D.**, R. Subramanyam, R. Subramanian. Never as Good as the First Time? Customer Satisfaction with Remanufactured Products. *Working Paper (Draft in preparation)*.

C. TALKS

1. Rady School of Management, University of California San Diego (March 2019).
2. Goizueta Business School, Emory University, ISOM Workshop on Empirical Research (August 2018).
3. School of Economics and Management, Beijing Jiaotong University (May 2018).
4. Rutgers Business School (April 2018).
5. European School of Management and Technology, Berlin (March 2017).
6. Ivey Business School, Western University (October 2016).
7. Indian Institute of Management Udaipur (July 2016).
8. Nanyang Business School, Singapore (July 2016).
9. Gies College of Business, University of Illinois at Urbana-Champaign (October 2015).
10. Fisher College of Business, Ohio State University (October 2015).
11. "Sustainability in the Curriculum," POMS College of Sustainable Operations Mini Conference (May 2015).
12. Institute for Healthcare Improvement Open School, Georgia Tech (November 2014).

13. "Teaching Sustainability," INFORMS Annual Meeting (November 2014).
14. Ivey Business School, Western University (September 2014).
15. Johnson Graduate School of Management, Cornell University (February 2014).
16. Harvard Business School (February 2013).
17. "Teaching Innovation and Sustainability," POMS Annual Conference (April 2012).
18. "Empirical Research on CLSCs", Closed Loop Supply Chain Workshop XI, Zaragoza, Spain (March 2012).
19. Katz Graduate School of Business, University of Pittsburgh (March 2012).
20. Ross School of Business, University of Michigan – Ann Arbor (October 2011).
21. Technology Association of Georgia, Atlanta (August 2011).
22. MIT Zaragoza, Spain (July 2011).
23. Lundquist College of Business, University of Oregon (February 2011).
24. Environmentally Conscious Design and Manufacturing Speaker Series, Georgia Tech (January 2006).
25. William Davidson Institute, University of Michigan (April 2005).

D. GRANTS

As Principal Investigator:

1. *International Emissions Trading: Implications for Supply Chain Coordination*; Georgia Tech Center for International Business Education and Research (CIBER) Faculty Research Grant; \$1,000; Summer 2011.
2. *An Empirical Analysis of Product and Service Attributes that lead to Customer Recommendations for Remanufactured Products*; Georgia Tech CIBER Faculty Research Grant; \$2,500; Summer 2010.
3. *Strategic Response to, and the Efficient Allocation of Emissions Caps in International Supply Chains*; Georgia Tech CIBER Faculty Research Grant; \$3,000; Summer 2009.
4. *Market Characteristics and Strategic Pricing of Remanufactured Products*; Georgia Tech CIBER Faculty Research Grant; \$1,000; Summer 2007.
5. *Viable and Environmentally Favorable Product Design through Supply Chain Coordination under Extended Producer Responsibility*; Center for Sustainable Enterprise, University of North Carolina at Chapel Hill; Faculty Small Grant for research in Advanced Sustainable Business Practices; \$5000; 2005-06.

As Contributor:

6. *Design and Development of an Energy Information Integration and Analysis Platform*; National Science Foundation (NSF) Small Business Innovation Research (SBIR) Phase I Award with UrjaNet; \$150,000; Role: Consultant; Collaborators: Rob Burson (PI), Dr. Sham Navathe (Consultant).
 - UrjaNet is a Georgia Tech Advanced Technology Development Center (ATDC) startup offering Energy data/information solutions.
 - Selected for NSF's Innovation Accelerator (IA) program. "The Innovation Accelerator represents the private side of a unique Public-Private Partnership with the NSF, the mission of which is to support the most promising of the NSF SBIR/STTR Phase I and II Grantees."
7. Georgia Research Alliance (GRA) VentureLab Phase I (\$40,000), Phase II (\$100,000), and Phase III (\$250,000) Grants with UrjaNet; 2009-10; Role: Faculty Member.

E. OTHER SCHOLARLY ACCOMPLISHMENTS

- Burson, R., R. Subramanian; *UrjaNet Energy Management and Analysis System*; Georgia Tech Research Corporation, Office of Technology Licensing Invention Disclosure; 2009.

F. MEDIA MENTIONS

- Empirical research on attributes of remanufactured product markets cited in the following outlets, among others:
 - Businessweek (Online); Eco Businesswire; Green Biz; Reverse Logistics Magazine; Reuters
- Empirical research on environmental announcements and stock market performance cited in the following outlets, among others:
 - Bloomberg Businessweek (Online); Forbes India; Ivey Business Journal; Network for Business Sustainability; Reuters; Yahoo News; Yahoo Finance (Canada and New Zealand)

G. OTHER PROFESSIONAL ACTIVITIES

- *Visiting Faculty*, Indian School of Business Hyderabad (July-August 2018, July-August 2017).
- *Scholar in Residence*, Indian Institute of Management Udaipur (July 2016).
- *Consultant* for Kenzie Lane Innovation, LLC (2013-14).
- *Visiting Faculty*, 2011 PhD Summer Academy, MIT Zaragoza, Spain (June-July 2011).
 - Class comprised 16 international PhD students from Universities in Germany, Hong Kong, Italy, The Netherlands, Spain, Turkey, and the US.
- *Research Collaboration* with UrjaNet (2009-11).

V. TEACHING

A. COURSES TAUGHT

At Scheller College of Business, Georgia Tech:

Brady Family Award for Faculty Teaching Excellence in 2014

Voted Outstanding Core Professor of the Year in 2012 by the Full-Time MBA Students

Inaugural James F. Frazier, Jr. Award for Teaching Excellence in 2009

- MGT 6350/6501 (MBA Operations Management Core, 2008-Present)
 - 8 Daytime, 16 Evening Sections; Average class size: 58; Average evaluation: **4.63/5.0**.
- MGT 4803 (**Undergraduate Georgia Tech Serve-Learn-Sustain Foundation Course**: “Business Decisions for Sustainability and Shared Value,” 2018-present)
 - 1 Section; Class size: 11; Average evaluation: **4.7/5.0**.
- IMBA 6081 (Executive MBA course on Manufacturing and Service Operations Management, 2010-Present)
 - 13 Sections; Average class size: 53; Average evaluation: **4.66/5.0**.
- IMBA 6260 (Executive MBA course on Global Supply Chain Management, 2012-13)
 - 2 Sections; Average class size: 42; Average evaluation: **4.59/5.0**.
- MGT 8803 (Doctoral Course: “Environmental Sustainability Considerations in Managerial Decision-Making,” 2006-Present)
 - 6 Sections; Average class size: 6; Average evaluation: **4.90/5.0**.

- MGT 4742 (Undergraduate T&M Program Integrated Capstone Project, 2014-Present)
 - 3 Sections; Average class size: 55; Average evaluation: **4.62/5.0**.
- MGT 3501 (Undergraduate Operations Management Core, 2006-07, 2014)
 - 6 Sections; Average class size: 31; Average evaluation: **4.78/5.0**.

At Ross School of Business, University of Michigan:

- OM 311 (Undergraduate Operations Management Core, 2003)
 - 1 Section; Class size: 52; Evaluation: 4.74/5.0.
- Pre-MBA Program for International MBA Students (2001-05); Quantitative Skills Workshop for MBA students (2003).

Curricular Contributions:

- **Georgia Tech Serve-Learn-Sustain (SLS) Foundation Course (MGT 4803): “Business Decisions for Sustainability and Shared Value”**
 - Designed and developed this new course (first offered in Spring 2018).
 - The course leverages the World Economic Forum Global Risks Report and the United Nations Sustainable Development Goals as frameworks to explore the role of fundamental human needs (food, water, shelter, energy, wages, and community) in shaping long-term business value and overall economic progress.
 - Multidisciplinary and experiential course employing various pedagogical approaches such as lectures on fundamental concepts, cases, videos, and talks by invited speakers.
- **MBA-level Operations Management core (MGT 6350/6501)**
 - Rich Foundation Grant for Business Ethics Curriculum Development; \$7100; Summer 2007.
 - Integrated sustainability and ethics issues within the course, covering environmental impacts of processes, safety issues in implementing process improvements, and sustainable matching of supply and demand.
- **Doctoral course on Environmental Sustainability Considerations in Managerial Decision-Making (MGT 8803)**
 - Designed and developed this new course, covering analytical and empirical approaches for studying the interface between business decisions and environmental sustainability.
 - This course received an honorable mention for the Inaugural Page Prize for Environmental Sustainability Curriculum in 2008.
- **Undergraduate-level Operations Management core (MGT 3501)**
 - Developed comprehensive video sessions to demonstrate applications of course concepts.
 - Integrated sustainability and ethics topics within the course.

B. INDIVIDUAL STUDENT GUIDANCE

PhD Students:

1. Priyank Arora (Scheller College of Business, *Co-Chair*, Graduated 2018)
 - Title of Dissertation: *Essays on Socially and Environmentally Responsible Operations*
 - Currently Assistant Professor, Operations Management, Isenberg School of Management, University of Massachusetts Amherst.

2. Wayne Fu (Scheller College of Business, *Co-Chair*, Graduated 2017)
 - Title of Dissertation: *Essays on Sustainable Operations*
 - Currently Assistant Professor, Decision Sciences, University of Michigan-Dearborn.
3. Narendra Singh (Scheller College of Business, *Co-Chair*, Graduated 2015)
 - Title of Dissertation: *Product Strategies in Supply Chains*
 - Currently Adjunct Assistant Professor, Operations Management, Indian School of Business, Mohali.
4. Vinod Cheriyan (Industrial and Systems Engineering, *Committee Member*, Graduated 2014)
 - Title of Dissertation: *Models of Human Behavior with Applications to Finance and Pricing*
 - Currently Lead Data Scientist at Enova International, Chicago.
5. Wenli Xiao (Scheller College of Business, *Committee Member*, Graduated 2012)
 - Title of Dissertation: *Essays on Knowledge Management*
 - Currently Assistant Professor, Decision Sciences, School of Business Administration, University of San Diego.
6. Brian Jacobs (Scheller College of Business, *Co-Chair*, Graduated 2009)
 - Title of Dissertation: *Essays on Operations Strategies*
 - Currently Associate Professor, Decision Sciences, Graziadio Business School, Pepperdine University.
7. Andrew Manikas (Scheller College of Business, *Committee Member*, Graduated 2008)
 - Title of Dissertation: *Essays in Inventory Decisions Under Uncertainty*
 - Currently Assistant Professor, Department of Management, University of Louisville.
8. James Kroes (Scheller College of Business, *Committee Member*, Graduated 2007)
 - Title of Dissertation: *Outsourcing of Supply Chain Processes: Evaluating the Impact of Alignment between Outsourcing Drivers and Competitive Priorities on Performance*
 - Currently Associate Professor, Information Technology and Supply Chain Management, College of Business and Economics, Boise State University.

Master's Students (non-thesis): Michael Curry (MBA, Spring 2012, Summer 2012, Fall 2012); Hyun-Suk Kim (MS, Summer 2012); Michael Kim (MBA, Summer 2012); Robert Halley (MBA, Fall 2010); Chaitanya Varma (MS, Spring 2010); Saurabh Kothari (MS, Summer 2008); Deepa Rajan (MS, Spring 2008); S. R. K. Venkatraman (MS, Spring 2008)

Undergraduate Students: Akshay Amaraneni (Fall 2007; Spring 2008; President's Undergraduate Research Award, PURA); Billy Hou (Fall 2008); Conrad Aach (Summer 2007); Arun Ganti (Fall 2006; PURA)

C. OTHER TEACHING ACTIVITIES

- Developing content for and conducting the session on Demand Sensing and Shaping in the Georgia-Pacific Supply Chain Forum (since 2018) and the Coca-Cola Supply Chain Leader Excellence program (since 2017).
- Developing content for and conducting the session on Demand Planning and Demand Management in the annual Clorox Strategic Leadership Forum program (since 2013).

- Developing content for and co-Leading the module on Supply Chain Planning for the online Clorox Global Operations Leadership Forum sessions (since 2015).
- Three sessions on Supply Chain Management in MGT 6753 – Management for Engineers (Spring semesters, since 2013).
- One session in each Executive MBA Cohort for the course IMBA 6430 – Business Strategies for Sustainability (since 2013).
- Session Chair, *Teaching Sustainability to Undergraduate, MBA, and Executive MBA Students*, POMS Annual Conference, Seattle (May 2017).
- Invited speaker for the topic “Sustainability in the Curriculum,” POMS College of Sustainable Operations Mini Conference (May 2015).
- Invited speaker for the topic “Teaching Sustainability,” INFORMS Annual Meeting (November 2014).
- Invited speaker for the topic “Teaching Innovation and Sustainability,” POMS Annual Conference (April 2012).

VI. SERVICE

A. PROFESSIONAL CONTRIBUTIONS

- **Associate Editor, Management Business Review** (2018-Present)
- **Department Editor**, Sustainable Operations Department, **Production and Operations Management Journal (2015-2018)**. Received **Inaugural Best Department Editor Award** in 2018 (awarded to three out of the 39 Department Editors at the Journal).
- Doctoral Consortium Program Chair, POMS 2018 Annual Conference.
- Referee for: *Decision Sciences Journal; INFORMS Transactions on Education; Journal of Industrial Ecology; Journal of Operations Management; Management Science; Manufacturing and Service Operations Management; MIS Quarterly; Operations Research; OR Letters; Production and Operations Management*.
- INFORMS Public Sector Operations Research Paper Competition Committee (2017).
- George Nicholson Student Paper Competition Prize Committee (2016).
- POMS College of Supply Chain Management Student Paper Competition Committee (2012-Present).
- Judge for the INFORMS MSOM 2006-14 and ENRE 2006 student paper competitions.
- POMS College of Sustainable Operations: VP of Meetings (2012-14); Secretary (2008-12).
- Co-Chair, Empirical Research in OM Track, POMS 2014 Annual Conference.
- Co-Chair, MSOM Sustainable Operations Track, INFORMS 2011 Annual Meeting.
- Co-Chair, Sustainable Operations and Closed-Loop Supply Chains Track, POMS 2009 Annual Conference.
- Co-Organizer for the Workshop on Interdisciplinarity in Closed-Loop Supply Chain Research, Atlanta (October 2008).
- Panel Chair, CIBER International Research Colloquium on Multinational Enterprise and Sustainable Development, Atlanta (October 2006).
- Co-Organizer and Panel Moderator, ECLIPS Product Re-X Conference, Atlanta (June 2006).

B. INSTITUTE CONTRIBUTIONS

- **Serve-Learn-Sustain (SLS) Liaison** for the Scheller College of Business (2016-2018).
 - SLS is Georgia Tech's Quality Enhancement Plan for the period 2016-2021, aimed at integrating a sustainability focus and community engagement into academic programs.
- Action Plan Owner for “developing a deeper understanding of curricular and co-curricular opportunities to have impact at the undergraduate level,” **Ray Anderson Center for Sustainable Business** (2016-17).
- Denning Seed Fund Award and Denning Faculty Award Committees (2017).
- **Faculty Director, Denning Technology & Management Program** (Jan 2013-Aug 2016).
- Workforce of the Future Task Force at Georgia Tech (2015-Present).
- Undergraduate Committee, Scheller College of Business (2015-Present).
- Advisor for the Undergraduate Operations Management Society, Scheller College of Business (2015-16).
- **PhD Coordinator, Operations Management Area**, Scheller College of Business (2012-2015).
- IT Committee, Scheller College of Business (2005-15).
- Georgia Tech Academic Liaison for APICS (2011-14).
 - APICS (Advancing Productivity, Innovation, and Competitive Success) is a global association of practitioners in supply chain and operations management.
- Search Committee for the Director of the Office of Arts at Georgia Tech (2013-14).
- Undergraduate Learning Center Review Committee (2007-11).