

TIMOTHY G. KOTNOUR
Department of Industrial Engineering & Management Systems
University of Central Florida

ACADEMIC EXPERIENCE

Professor (with Tenure), University of Central Florida (UCF), Orlando, FL, 2010-present, Industrial Engineering and Management Systems.

Director, Engineering Leadership and Innovation Institute, University of Central Florida (UCF), Orlando, FL, 2010-present, Industrial Engineering and Management Systems.

Program Director, Professional Engineering Management Program, University of Central Florida (UCF), Orlando, FL, 2008-present, Industrial Engineering and Management Systems.

Associate Professor (with Tenure), University of Central Florida (UCF), Orlando, FL, 2001-2010, Industrial Engineering and Management Systems.

Program Director, Professional Engineering Management Program, University of Central Florida (UCF), Orlando, FL, 2008-present, Industrial Engineering and Management Systems.

Assistant Professor, University of Central Florida (UCF), Orlando, FL, Fall 1995-2001, Industrial Engineering and Management Systems.

Research Associate and Senior Graduate Research Assistant, Virginia Polytechnic and State University (Virginia Tech), Blacksburg, Virginia, 1990-1995. Conducted applied research, training, and technical assistance; and taught courses.

EDUCATION

AACSB Post-Doctoral Bridge Program, 2010, University of Florida

Ph.D., Industrial and Systems Engineering, emphasis in Management Systems Engineering, Virginia Tech, Blacksburg, Virginia, July 1995

Dissertation: The Effects of Lessons-Learned Sharing Processes for Organizational Learning on Decision-Making Performance

M. S., Industrial and Systems Engineering, Virginia Tech, August 1992

Thesis: Design, Development, and Testing of an Automated Knowledge-Acquisition Tool to Aid Problem Solving, Decision Making, and Planning

B. S., Industrial Engineering, Bradley University, Peoria, Illinois, May 1990

Minors: Business Administration and Computer Science

PROFESSIONAL REGISTRATION

Registered Professional Engineer-In-Training, State of Illinois, 1990

(INTER)NATIONAL SERVICE & RECOGNITION

- Editor, *Engineering Management Journal*, 2001-2009
- Series Editor, *Complex Systems Engineering & Management* (CRC Press), 2008-Present
- Invited Doctoral Committee Member, Geert Lettens, Royal Military Academy, Belgium, 2008-2009
- Editorial Board, *Human Factors and Ergonomics in Manufacturing and Service Industries*, 2008-Present
- Associate Editor, *Journal for Enterprise Transformation*, 2008-

(INTER)NATIONAL AWARDS & HONORS

- Published book *Transforming Organizations: Strategies and Methods*, Kotnour, Talyor & Francis, May, 2009.
- NASA Public Service Medal, 2005
- Bernard Sarchet Award, American Society for Engineering Management, 2005
- Fellow, American Society for Engineering Management, 2005
- Fellow, NASA Center for Program/Project Management Research, 2004
- NASA Public Service Medal, 2001

AWARDS & HONORS

- University Teaching Incentive Program—Teacher Excellence, 2004
- University Teaching Incentive Program—Teacher Excellence, 1999
- IEMS Excellence in Graduate Teaching, 1998, 1999
- Certificate of Appreciation from the Kennedy Space Center, 1997, 1998
- Certificate of Recognition from the Kennedy Space Center, 1996, 1997
- NASA/ASEE Summer Faculty, 1996, 1997
- Bradley University Department of Industrial Engineering Hall of Fame, 1993
- Bradley University Academic Hall of Fame, 1990

RESEARCH VISION, PHILOSOPHY, AND INTEREST

Research Vision

To be a recognized leader in the strategic project management and organizational transformation fields through the knowledge I generate, communicate, and apply.

Research Philosophy

I focus my research activities around a collaboration model of university-industry partnerships. Central to the collaboration model are the objectives to create, assimilate, disseminate, and apply knowledge. These objectives are met through technical assistance, training/education, and research. Technical assistance is the problem solving support activity provided by the university on specific problems faced by an organization and can be viewed as the reduction to practice of scientific knowledge. Training/education is the transfer of specific knowledge or “know how” about techniques to improve organizational and job performance. Training/education is the set of activities performed during a formal session with a trainer leading the discussion in a formal workshop setting. Research is the activity of developing new knowledge specific to the organization's problems and the broader academic literature. A description and detailed case analysis of this collaboration model has been published in the *International Journal of Operations and Production Management*.

Research Interest

I have conducted research, provided technical assistance, and conducted training workshops with local and national industry, government agencies, and universities on topics such as strategic management, management systems engineering, organizational learning, performance measurement, and project management.

RESEARCH GRANTS AND GRANTS PREPARATION

Research Grant Awards Processed through OSR (\$2,603,998 in funded projects; \$285,000 in Co-Pi)

1. University of Central Florida I-Corps Sites Program: Enhancing Technology Commercialization to Develop a World-Class Innovation Ecosystem, National Science Foundation (Co-Pi, 60,000 credit of the total \$300,000, May 2014-April 2017).
2. Next Generation Expeditionary Warfare Intelligent Training (NEW-IT), Office of Naval Research, Accountable for (\$256,050 to date with \$127,000 projected for 2009-2010 of \$7,618,721 effort).
3. Learning-Based Project Reviews (Phase II), Kotnour, NASA/USRA, May 2005, August 2007, \$218,220.
4. Learning-Based Project Reviews (Phase II—KSC/LSP contribution), Kotnour, NASA/KSC, May 2005, August 2007, \$60,000.
5. Learning-Based Project Reviews (Phase I), Kotnour, NASA/USRA, March 2004, February 2004, \$59,121.
6. *NASA/ASEE Summer Faculty Program*, NASA/KSC, PI: Kotnour, January, 2004, December, 2006 (with a two-year additional option), \$960,000 (\$1,600,000).
7. Systems Engineering Competence, Kotnour, NASA, KSC, PI: Kotnour, January 2003-December 2004, \$35,000
8. *NASA/ASEE Summer Faculty Program*, NASA/KSC, PI: Kotnour, January, 2003, December, 2003, \$371,000.
9. *NASA/ASEE Summer Faculty Program*, NASA/KSC, PI: Kotnour, January, 2002, December, 2002, \$327,796.
10. *Institutionalizing Kennedy Strategic Learning Processes*, NASA/KSC, PI: Kotnour, January, 2001, May, 2002, \$262,000.
11. *Process Alignment*, Graduate Student Researchers Program, NASA/KSC, PI: Kotnour (with B. McIlrath), August, 2001, September, 2003, \$46,000.
12. *Strategic Alignment and Transformation: Strategic Thinking Tools*, NASA/KSC, PI: Kotnour, December, 1999, January, 2001, \$16,419.
13. *Strategic Alignment and Transformation: Process Alignment*, NASA/KSC, PI: Kotnour, December, 1999, January, 2001, \$40,000 (+ \$14,250 UCF match=\$54,250).
14. *Learning in the Project Management Environment*, NASA/KSC, PI: Kotnour, May, 2000, January 2001, \$20,000 (+ 7,125 UCF match=\$27,125).
15. *Strategic Alignment and Transformation: Integrated Management Systems Gap Analysis*, NASA/KSC, PI: Kotnour, Co-PI: Thompson, September, 1999, January, 2000, \$10,000 (+ \$3,563 UCF match=\$13,563)
16. *Strategic Alignment and Transformation: Applied Research Process*, NASA/KSC, PI: Kotnour, January, 2000, January, 2000, \$15,000 (+ \$5,344 UCF match=\$20,344).
17. *Strategic Alignment and Transformation: Strategic Management*, NASA/KSC, PI: Kotnour, July, 1999, May, 2000, \$36,982.
18. *Critical Success Factors for Project Management in a Development Environment*, NASA/KSC, PI: Kotnour, July, 1999, May, 2000, \$14,388.
19. *Best Practices on Process Reengineering*, Lockheed Martin, PI: Kolunda, Co-PIs: Kotnour, Thompson, February, 1999, May, 1999, \$25,000.
20. *Aerospace Research & Educational Needs and Activities in the State of Florida*, NASA/KSC, PI: Kotnour, September 15, 1997, May 15, 1998, \$67,614.
21. *Customer Satisfaction in a Project, Technical Environment*, Graduate Student Researchers Program, NASA/KSC, PI: Kotnour (with J. Matkovich), August, 1998, September, 2001, \$66,000.
22. *Project Management Framework for Organizational Transitions*, NASA/KSC, PI: Kotnour, June 1, 1998, December 15, 1998, \$71,572.

23. *Project Management Framework for Organizational Transitions*, NASA/KSC, PI: Kotnour, September 1, 1997, May 15, 1998, \$55,212.
24. *Project Management Approach to KSC's Transition*, NASA/KSC, PI: Kotnour, June 1, 1997, August 31, 1997, \$20,129.
25. *Project Management Approach to KSC's Transition*, NASA/KSC, PI: Kotnour, October 1, 1996, May 31, 1997, \$22,995.
26. *Orlando Regional Healthcare System/UCF Partnership: Process Improvement/Innovation*, Orlando Regional Healthcare System, PI: Thompson, Co-PIs: Kotnour & Sepulveda, May 1, 1997, May 1, 1998, \$200,000.
27. *Understanding Organizational Change and the Potential Applications of Change Models at KSC*, NASA-ASEE Summer Faculty Fellowships in Aeronautics and Space Research, PI: Kotnour, May 1, 1996, August 1, 1996, \$10,000 (plus an additional \$1,800 for student support).

Research Grant Awards Processed through ORBIT

1. CIO Learning Community (Siemens Energy, Harris, Boeing, WDW, Darden, HD Supply, SAIC, CCCI, LMCO), PI: Kotnour, Co-PI: Rich, January, 2012, December, 2012, \$135,000 (through UCF ORBIT).
2. CIO Learning Community (Siemens, Harris, WDW, Boeing, Darden, Hughes Supply), PI: Kotnour, Co-PI: Rich, January, 2011, December, 2011, \$105,000 (through UCF ORBIT).
3. CIO Learning Community (Siemens, Harris, WDW, Boeing, Darden, Hughes Supply), PI: Kotnour, Co-PI: Rich, January, 2010, December, 2010, \$105,000 (through UCF ORBIT).
4. CIO Learning Community (Siemens, Harris, WDW, Boeing, Darden, Hughes Supply), PI: Kotnour, Co-PI: Rich, January, 2009, December, 2009, \$105,000 (through UCF ORBIT).
5. CIO Learning Community (Siemens, Harris, WDW, Boeing, Darden, Hughes Supply), PI: Kotnour, Co-PI: Rich, January, 2008, December, 2008, \$120,000 (through UCF ORBIT).
6. CIO Learning Community (Siemens, Harris, WDW, Boeing, Darden, Hughes Supply), PI: Kotnour, Co-PI: Rich, January, 2007, December, 2007, \$120,000 (through UCF ORBIT).
7. CIO Learning Community (Siemens, Harris, WDW, Boeing, Darden, Hughes Supply), PI: Kotnour, Co-PI: Rich, January, 2006, December, 2006, \$105,000 (through UCF ORBIT).
8. CIO Learning Community (Siemens, Harris, WDW, Boeing, Darden, Hughes Supply), PI: Kotnour, Co-PI: Rich, January, 2005, December, 2005, \$75,000 (through UCF ORBIT).
9. CIO Learning Community (Siemens, Harris, WDW, Boeing, SAIC, CNL, Darden), PI: Kotnour, Co-PI: Rich, January, 2004, December, 2004, \$105,000 (through UCF ORBIT).
10. CIO Learning Community (Siemens, Harris, WDW, Boeing, SAIC), PI: Kotnour, Co-PI: Rich, January, 2003, December, 2003, \$75,000 (through UCF ORBIT).
11. Walt Disney World, Strategic Alignment of Systems Engineering and Project Management, PI: Kotnour, June, 2002, December 2002, \$208,347 (through UCF ORBIT).

Proposals Written and Declined

1. *Intelligent Data Understanding Through Novel Multimodal Information Displays*, Stanney, Kotnour, The Advanced Research and Development Activity, \$250,000.
2. *Strategic Project Management*, National Science Foundation/Innovation and Organizational Change Program, PI: Kotnour, \$225,000.
3. *Strategic Alignment and Transformation*, National Science Foundation/Innovation and Organizational Change Program, PI: Kotnour, \$143,800.
4. *Design and Implementation of a Leadership Excellence Achievement Program*, Kotnour, NASA/KSC, PI: Kotnour, October, 1999, \$500,000.
5. *Knowledge Management*, NASA/KSC, PI: Pam McCauley-Bell, Co-PI: Kotnour, \$50,000.

6. *Florida Center for Digital Media*, University of Central Florida, PI: Moshell, et al., January, 1997. Part of team working on the proposal for a multi-disciplinary center for the study of digital media. (The initial planning grant was funded for \$50,000 and the final proposal was declined).
7. *UCF Partnership Models for the Next Century*, Academic Affairs (UCF), PI: Kotnour, \$30,711, January, 1996.
8. *Understanding Process Performance for Convention Center Operations*, Orange County, McCauley-Bell and Kotnour, 1995.
9. *County and Group Processes for the Development of a Fire and Rescue Re-Creation Plan*, McCauley-Bell and Kotnour, Orange County, 1995.
10. *Project Management Process Development*, Lockheed Martin, 1995.

TRAINING/EDUCATION PARTNERSHIPS (\$68,500 in funded training projects)

1. *Strategic Project Management: Translating Strategy to IT Projects*, Kotnour, Conducted workshop to over 50 senior managers of high-tech corporations as part of the UCF ORBIT program.
2. *Strategic Project Management*, Kotnour, Conducted seminar to over 70 senior managers of high-tech corporations as part of the UCF ORBIT program.
3. *Transformation Success*, Kotnour, Spaceport Florida Authority, \$25,500.
4. *Integrating Strategic Thinking throughout the Strategic Management Process*, Kotnour, NASA/KSC, \$43,000. Over 350 KSC employees participated in hands on workshop which included defining a strategic direction, developing objectives, and understanding the enablers to strategic alignment.
5. *Strategic Project Management*, Training provided to representatives of King Abdulaziz City for Science and Technology. Completed for Dr. Hosni of the Industrial Engineering and Management Systems Department of UCF.

PUBLICATIONS AND OTHER SCHOLARLY ACTIVITY

Books Published

1. *Transforming Organizations: Strategies and Methods*, Kotnour, Talyor & Francis, May, 2009.

Refereed Journal Publications

1. Kotnour, T., Al-Haddad, S. and Camci, A. (2015) Assessing the factors enabling systematic change. *Journal of Enterprise Transformation*, 5:3, 141-161.
2. Al-Haddad, S. & Kotnour, T. (2015). Integrating the organizational change literature: a model for successful change. *Journal of Organizational Change Management*, 28:2, pp. 234-262
3. Kotnour, T., Hoekstra, R., Reilly, C., Knight, R., & Selter, J. (2014). Infusing Leadership Education in the Undergraduate Engineering Experience: A Framework from UCF's eli2. *Journal of Leadership Studies*, 7(4), 48-57.
4. Kotnour, T. Landaeta, R., Lackey, S. (2011) "Training system impact assessment: a review, reconceptualisation, and extension" *International Journal of Learning Technology*, Vol. 6, No. 4, pp. 384-408.
5. Kotnour, T. (2011) "An Emerging Theory of Enterprise Transformations", *Journal of Enterprise Transformation*, vol 1, no. 1, pp. 48 — 70.
6. Kotnour, T. and Bollo, T. , (2011) "Strategic Management in a Multi-Program Technology Program Involving Convergence and Divergence of Programs: Observations from NASA" *International Journal of Technology Management, Int. J. Technology Management*, Vol. 53, Nos. 2/3/4.
7. Landaeta, R., Pinto, A., and Kotnour, T. (2009) "Assessing faulty knowledge management systems in project-based organizations," *The International Journal of Knowledge and Learning*, Vol. 5, No. 2, pp. 122-143.
8. Decker, B., Landaeta, R., and Kotnour, T. (2009) "Exploring the relationships between emotional intelligence and the use of knowledge transfer methods in the project environment", *Knowledge Management Research and Practice*, Vol. 7, No. 1, pp. 15-37.
9. Searcy, C., Landaeta, R., Adcock, A., Marken, J., Dickerson, D., and Kotnour, T. (2008) "Student perception of cooperative learning in a blended engineering course," *World Review of Science, Technology and Sustainable Development*, Vol. 5, No. 3/4, pp. 373-388.
10. Landaeta R. and Kotnour T. (2008) "Formal Mentoring: A Human Resource Management Practice that Supports Knowledge Transfer across Projects" *The International Journal of Learning and Intellectual Capital*, Vol. 5, No.3/4, pp. 455-475.
11. Kotnour T. and Landaeta R., (2007) "Extending the Cooperative Learning Principles to Multiple Learning Groups & Timeframes: A Case Example," *Journal of Faculty Development*, Vol.21, No.3, pp. 201-216.
12. Kotnour, T. G., and Vergopia, C. (2005). "Learning-based project reviews," *Engineering Management Journal*, Vol. 17, No. 4, pp. 30-38.
13. Kotnour, T. G., and Farr, J. (2005). "Engineering Management: Past, Present, Future," *IEEE Engineering Management Review*, Vol. 33, No. 3, pp. 39-51.
14. Kotnour, T. G., and Farr, J. (2005). "Engineering Management: Past, Present, Future," *Engineering Management Journal*, Vol. 17, No. 1, pp. 15-26.
15. Hacker, M., Kotnour, T. G. and Mallak, L. (2001). "Turning Strategic Plans into Reality through Formalizing Deployment Processes: Three U.S. Federal Government Case Studies," *International Journal of Public Sector Management*, Vol. 14, No. 3, pp. 221-242.
16. Kotnour, T. G. (2001) "Building Knowledge for and about Large-Scale Organizational Transformations," *International Journal of Operations and Production Management*, Vol. 21, No. 8, pp. 1053-1076.

17. Kotnour, T. G. and Kurstedt, H. A. (2000) "Design Parameters of Lessons-Learned Decision Support Systems," *International Journal of Cognitive Ergonomics*, Vol. 4, No. 4, pp. 311-330.
18. Kotnour, T. G., (2000) "Organizational Learning Practices in the Project Management Environment," *International Journal of Quality and Reliability Management*, Vol. 17, No. 4/5, pp. 393-406.
19. Kotnour, T. G., Matkovich, J., and Ellison, R. (1999). "Establishing a Change Infrastructure through Teams," *Engineering Management Journal*, Vol. 11, No. 3, pp. 25-30.
20. Kotnour, T. G. (1999) "Developing and Evaluating an Organizational Learning Process to Continuously Improve Teaching," *IEEE Transactions on Engineering Education*, Vol. 42, No. 4, CD Supplement, paper #15.
21. Kotnour, T. G., (1999) "A Learning Framework for Project Management," *Project Management Journal*, Vol. 30, No. 2, pp. 32-38.
22. Kotnour, T. G., Barton, S., Jennings, J., and Bridges, R. (1998). "Understanding and Leading Large-Scale Change at the Kennedy Space Center," *Engineering Management Journal*, Vol. 10, No. 2, pp. 17-21.

Editorial Board/Refereed Review

1. Kotnour (2004), Building Project Manager Competence for the Engineering Organization's Success, *Florida Engineering Society*.
2. Kotnour, T. G. and Buckingham (2000) "Initiating University-Industry-Government Partnerships at the NASA/Kennedy Space Center," *Research-Technology Management*.

Books and Book Chapters

1. Kotnour & Farr. "Chapter 1: Engineering Management: Past, Present, Future". *The Engineering Management handbook (First Edition)*. American Society of Engineering Management, 2010.
2. Kotnour. "Chapter 14: Strategic Management". *The Engineering Management handbook (First Edition)*. American Society of Engineering Management, 2010.
3. Bochenek, Iler, Brendle, Kotnour, Ragusa, "A Strategic Science and Technology Planning and Development Process Model", IAMOT (in press)
4. Kotnour, T. G. "Knowledge Management," *The Technology Management Handbook*, CRC Press and IEEE Press, 1998.

Books Under Development

1. *Managing and Leading the Relevant, Responsive, and Ready Project-Based Organization*, Kotnour, Part of books series for Taylor and Francis—expected delivery late 2010.
2. *Building Knowledge For and About Organizational Change*—expected delivery late 2011.

Other Refereed Publications

1. Kotnour and Bollo, Strategic Management in a Multi-Program Technology Program Involving Convergence and Divergence of Programs: Observations from NASA, PICMET, 2007
2. Kotnour and Vergopia, A Framework and Findings for Learning Based Project Reviews, PICMET, 2007
3. Landaeta, R., Pinto, C.A., Kotnour T., and Peterson, W. "Analyzing Faulty Project Knowledge Systems: An Empirical Investigation of a R&D organization," American Society for Engineering Management 2006 National Conference.
4. Camci, A., Kotnour, T., "Effects of Major Stakeholder Issues in Projects", Proceedings of American Society for Engineering Management, 27th National Conference, Huntsville, Alabama, October 25 - 28, 2006
5. Camci, A., Kotnour, T., "Technology Complexity in Projects: Does Classical Project Management Work?", Proceedings of PICMET '06 Conference, Istanbul, Turkey, July 8 - 13, 2006.

6. Landaeta, R., & Kotnour, T. (2005). Knowledge management systems. Proceedings of the 2005 National Conference of the American Society for Engineering Management, 194-199.
7. Bochenek, Iler, Brendle, Kotnour, Ragusa, & Melissa Fennell (2005). A Strategic Science and Technology (S&T) Planning and Development Process Model, IAMOT.
8. Bochenek, Kotnour; Ragusa (2005). Driving Change from the Middle in High-Tech Organizations: An Approach and Lessons Learned from a Military Science & Technology Development Organization, PICMET.
9. Kotnour, T. G. and Landaeta, "Building Engineering Management Case Studies," American Society of Engineering Management, Washington DC, October 2004.
10. Kotnour, T., Camci, A., "Community Practice and Academia: Lessons Learned from an IT Community of Practice ", 11th International Conference on Industry, Engineering, and Management Systems, March 14-16, 2005
11. Kotnour, T. G. and Landaeta, R. "Identifying Steps and Approaches for Managing Knowledge in Projects", Industrial Engineering and Management Systems Conference, 2003.
12. Kotnour, T. G. and Camci, A. "Complexity Paradigm and Project Management", Industrial Engineering and Management Systems Conference, 2003.
13. Kotnour, T. G. and Vergopia, C. "Project Management Maturity Models", Industrial Engineering and Management Systems Conference, 2003.
14. Kotnour, T. G. and Landaeta, R. "Developing a Theory of Knowledge Management Across Projects", Industrial Engineering Research Conference 2002.
15. Kotnour, T., Camci, A., "Processes and Tools for Successful Strategic Project Management" Annual IIE Research Conference and Exhibition, Orlando, Florida, May 19-22 2002.
16. Kotnour, T.G. and Lyons, J. L. "Strategic Management Challenges and Lessons Learned from KSC's Transformation", Institute of Industrial Engineers, Orlando, Florida, 2002.
17. Kotnour, T. G. "Achieving Visions through Strategic Project Management", Institute of Industrial Engineers, Orlando, Florida, 2002.
18. Kotnour, T. G. and Hjelm, M. "Learning in Projects," Third European Conference on Organizational Knowledge, Learning, and Capabilities." Greece, March, 2002.
19. Kotnour, T. G., McIlrath, B., and Hjelm, M. "Project Management of Industry-University Partnerships," American Society of Engineering Management, Huntsville, October 2001.
20. Kotnour, T. G. and Starr, S. "Demonstrating and Evaluating an Action Learning Approach to Improving Project Management Competence," American Society of Engineering Management, Huntsville, October 2001.
21. Lueders, K. and Kotnour, T. G. "Integrating Project Manager's Development with the Delivery of Projects," American Society of Engineering Management, Huntsville, October 2001.
22. Kotnour, T. G. "Understanding an Organization's Knowledge Management, Learning, and Project Management Competence," American Society of Engineering Management, Washington D.C., October 2000.
23. Kotnour, T. G. and Britton, K. "The Project Manager as a Knowledge Broker," American Society of Engineering Management, Washington D.C., October 2000.
24. Kotnour, T. G. "Measuring Organizational Learning Practices in the Project Management Environment," American Society of Engineering Management, Virginia Beach, VA, October 1999.
25. Kotnour, T. G. "Understanding Industry-Government-University Technology Development Partnership Needs in the Aviation/Aerospace Industry," Portland International Conference of Management of Engineering and Technology, July, 1999.
26. Kotnour, T. G., "Building Knowledge for and About Large Scale Organizational Transformations," American Society of Engineering Management, Virginia Beach, VA, October 1998.

27. Sturek, F. and Kotnour, T. "Successfully Applying Strategic Management," American Society of Engineering Management, Virginia Beach, VA, October 1998.
28. Kotnour, T. G. "Organizational Learning in a Project Environment," American Society of Engineering Management, Virginia Beach, VA, October 1997.
29. Kotnour, T. G., Orr, C., Spaulding, J., and Guidi, J., "Determining the Benefit of Knowledge Management Activities", (Invited Session) 1997 IEEE International Conference on Systems, Man, Cybernetics (October 12-15, 1997), Orlando, Florida.
30. Kotnour, T. G. and Barton, S. "The Development of an Organizational Transition Framework: The Application of Change Models to the Kennedy Space Center," Portland International Conference of Management of Engineering and Technology, July, 1997.
31. Barton, S. and Kotnour, T. G. "Engaging Researchers to Help Organizational Planning: Lessons Learned from KSC's Ongoing Transition Management Project," Portland International Conference of Management of Engineering and Technology, July, 1997.
32. Kotnour, T. G. "Determining the Benefits of Knowledge Management Activities," IEEE International Conference on Systems, Man, & Cybernetics, Orlando, FL, Oct., 1997.
33. Kotnour, T. G., "Supporting Organizational Learning in a Manufacturing Environment," Industrial Engineering Research Conference, Minneapolis, MN, May 1996.
34. Taylor, L., Kotnour, T. G., Smibert, A., Wight, E., Earle, S., and Daub, J., "Determining Organizational Learning Performance: Evaluating the U. S. Department of Energy's (DOE) National Technology Information Exchange Workshops," Waste Management '95 Symposium, March, 1995.
35. Kotnour, T. G., Coleman, J. A., Batrouny, G. B., Shaw, M., and Kurstedt, H. A., "Analysis of Stakeholder Concerns for the Environmental Restoration and Waste Management Program," Waste Management '94 Symposium, February, 1994.

Conference Chairs and Invited Participation

1. Invited Presenter, "Institutionalizing Strategic Thinking and Management Process", IIE ISERC, May 2012.
2. Invited Presenter, "Performance Measurement", IIE IERC, May 2008.
3. Invited Presenter, "Conducting Research in the EM Field", ASEM, October 2006.
4. Invited Presenter, "Publishing in the EM Field", ASEM, May 2006.
5. Invited Presenter, "So You Want to be a Project Manager", Society of Women Engineers, May, 2006
6. Invited Presenter, "Strategic Management", Society of Women Engineers, May, 2006
7. Invited Presenter, "Publishing in the EM Field", ASEM, October 2005.
8. Invited Presenter, "Authorship Guidelines", ASEM, October 2005.
9. Invited Presenter, "So You Want to be a Project Manager", Society of Women Engineers, May, 2005
10. Invited Presenter, "Publishing in EMJ", ASEM, October 2002.
11. Invited Presenter, "So You Want to be a Project Manager", Society of Women Engineers, May, 2004
12. Invite Presenter, "Professional Roadmaps for Professors", ASEM, October, 2002.
13. Session Chair, American Society of Engineering Management Conference, October, 2000.
14. Panel Chair, NASA – Kennedy Space Center Partners in Education and Research Conference, October, 1999.
15. Session Chair, American Society of Engineering Management Conference, October, 1999.
16. Conference Co-Chair, NASA – Kennedy Space Center Partners in Education and Research Conference, October, 1999.
17. Session Chair, Portland International Conference of Management of Engineering and Technology, July, 1999.
18. Session Organizer, 36th Annual Space Congress, Cocoa Beach, FL, April 1999.

19. Conference Organizer, NASA – Kennedy Space Center Partners in Education and Research Conference, October, 1998.
20. Panel Member, “Building Industry/University Partnerships”, Kennedy Space Center Partners in Education and Research Conference, October, 1998.
21. Session Chair, NASA – Kennedy Space Center Partners in Education and Research Conference, October, 1998.
22. Session Organizer, 35th Annual Space Congress, Cocoa Beach, FL, April 1998.
23. Session Chair, American Society of Engineering Management Conference, October, 1997.
24. Session Chair, Portland International Conference of Management of Engineering and Technology, July, 1997.
25. Invited presentation, Kotnour, T. G. “A Project Management Approach to Organizational Transitions,” Industrial Engineering Research Conference, Miami, FL, May 1997.
26. Session Chair, Industrial Engineering Research Conference, Minneapolis, MN, May 1996.

Papers Presented at Scholarly Meetings and Published in Proceedings

1. Kotnour, T., Hoekstra, R., Reilly, C., & Selter, J. (2014). Integrating Leadership Education into the Undergraduate Engineering Experience. ASEE Annual Conference, 2014, Indianapolis, IN
2. Al-Haddad and Kotnour (2013, May). Preliminary Framework for Aligning Organizational Change. A. Krishnamurthy and W.K.V. Chan, eds. *Proceedings of the 2013 Industrial and Systems Engineering Research Conference*. Paper presented at Institute of Industrial Engineers Annual Conference and Expo. San Juan, Puerto Rico.
3. Kotnour & Bollo, Strategic Management in a Multi-Program Technology Program Involving Convergence and Divergence of Programs: Observations from NASA, PICMET, 2007
4. Kotnour & Vergopia, A Framework and Findings for Learning Based Project Reviews, PICMET, 2007
5. Landaeta, R., Pinto, C.A., & Kotnour T., Peterson, W. “Analyzing Faulty Project Knowledge Systems: An Empirical Investigation of a R&D organization,” American Society for Engineering Management 2006 National Conference.
6. Camci, A., Kotnour, T., “Effects of Major Stakeholder Issues in Projects”, Proceedings of American Society for Engineering Management, 27th National Conference, Huntsville, Alabama, October 25 - 28, 2006
7. Camci, A., Kotnour, T., “Technology Complexity in Projects: Does Classical Project Management Work?”, Proceedings of PICMET '06 Conference, Istanbul, Turkey, July 8 - 13, 2006.
8. Kotnour, T. G. and Landaeta, “Building Engineering Management Case Studies,” American Society of Engineering Management, Washington DC, October 2004.
9. Kotnour, T., Camci, A., “Community Practice and Academia: Lessons Learned from an IT Community of Practice”, 11th International Conference on Industry, Engineering, and Management Systems, March 14-16, 2005
10. Kotnour, T. G. and Landaeta, R. “Identifying Steps and Approaches for Managing Knowledge in Projects”, Industrial Engineering and Management Systems Conference, 2003.
11. Kotnour, T. G. and Camci, A. “Complexity Paradigm and Project Management”, Industrial Engineering and Management Systems Conference, 2003.
12. Kotnour, T. G. and Vergopia, C. “Project Management Maturity Models”, Industrial Engineering and Management Systems Conference, 2003.
13. Kotnour, T. G. and Landaeta, R. “Developing a Theory of Knowledge Management Across Projects”, Industrial Engineering Research Conference 2002.
14. Kotnour, T., Camci, A., “Processes and Tools for Successful Strategic Project Management” Annual IIE Research Conference and Exhibition, Orlando, Florida, May 19-22 2002.

15. Kotnour, T.G. and Lyons, J. L. "Strategic Management Challenges and Lessons Learned from KSC's Transformation", Institute of Industrial Engineers, Orlando, Florida, 2002.
16. Kotnour, T. G. "Achieving Visions through Strategic Project Management", Institute of Industrial Engineers, Orlando, Florida, 2002.
17. Nunez, J. and Kotnour, T. G. "Knowledge Management in the Internal Space Station," Space Congress, April 2002.
18. Kotnour, T.G. and Hjelm, M. "Understanding Leadership Support for Learning Within Project Teams", The International Conference on Computers and Industrial Engineering and The International Conference on Industry, Engineering, and Management Systems, Cocoa Beach, Florida, March 2001.
19. Kotnour, T.G. and McIlrath, B. "Process Alignment to Meet Strategic Goals", The International Conference on Computers and Industrial Engineering and The International Conference on Industry, Engineering, and Management Systems, Cocoa Beach, Florida, March 2001.
20. Kotnour, T.G. and Lenzini, J. "Understanding Supply Chain Management of a Spaceport", The International Conference on Computers and Industrial Engineering and The International Conference on Industry, Engineering, and Management Systems, Cocoa Beach, Florida, March 2001.
21. Kotnour, T. G., and Lyons, J. "Strategic Management Thinking For Driving Large-Scale Transformation: Processes and Lessons Learned From The Kennedy Space Center", Industrial Engineering Research Conference, Phoenix, Arizona, May 1999.
22. Kotnour, T. G. "Measuring Organizational Alignment in a Project Environment", Industrial Engineering Research Conference, Phoenix, Arizona, May 1999.
23. Kotnour, T. G., Matkovich, J., Barton, S., and Jennings, J. "The Engineering of Strategic Management Systems," Industrial Engineering Research Conference, Canada, May 1998.
24. Kotnour, T. G and Cheema, L. "Measuring Organizational Learning in a Project Environment", Industrial Engineering Research Conference, Canada, May 1998.
25. Kotnour, T. G., and Cheema, L. "Defining Partnership Needs for Florida's Aviation/Aerospace Industry and the State Educational System", 35th Annual Space Congress, Cocoa Beach, FL, April 1998.
26. Baesler, F. F. , Sepúlveda, J. A., Thompson, W. , and Kotnour, T. G., "Working with healthcare practitioners to improve hospital operations with simulation," Arena Sphere '98 Conference.
27. Kotnour, T. G. "A Project Management Approach to Organizational Transitions," Industrial Engineering Research Conference, Miami, FL, May 1997.
28. Kotnour, T. G. and Proctor, M. "Processes and Tools to Support Knowledge Management in a Virtual Organization," Proceedings of IEEE Engineering Management Society Conference, October, 1996.
29. Kotnour, T. G. and Kurstedt, H. A., "A Data-to-Information Chain of Management Tools for Organizational Learning," Southeastern Chapter of The Institute of Management Sciences, October, 1994.
30. Kotnour, T. G., Koball, B., Batrouny, G. B., Shaw, M., and Harvey, A., "Gleaning Information from Open-Ended Data," Southeastern Chapter of The Institute of Management Sciences, October, 1993.
31. Williams, K. E., and Kotnour, T. G., "An Electronic Performance Support System for Organizational Learning," Computers and Industrial Engineering, 25(1-4), pp. 93-97, 1993.
32. Williams, K. E., and Kotnour, T. G., "A Knowledge Center for Group Problem Solving and Formulating Planned Strategy," Southeastern Chapter of The Institute of Management Sciences, October, 1992.
33. Williams, K. E., Deighan, J., and Kotnour, T. G., "Knowledge Acquisition for Group Problem Solving Systems," Computers and Industrial Engineering, 23(1-4), pp. 459-462, 1992.
34. Kotnour, T. G., and Williams, K. E., "Automated Knowledge Acquisition for Second Generation Knowledge Base Systems: A Conceptual Analysis and Taxonomy," Southeastern Chapter of The Institute of Management Sciences, October, 1991.

Technical Reports Submitted to Research Sponsors

1. Kotnour, T.G. Series of Reports for the 2008 UCF CIO Community of Practice.
2. Kotnour, T.G. Series of Reports for the 2007 UCF CIO Community of Practice.
3. Kotnour, T.G. Series of Reports for the 2006 UCF CIO Community of Practice.
4. Kotnour, T.G. Series of Reports for the 2005 UCF CIO Community of Practice.
5. Kotnour, T.G. Series of Reports for the 2004 UCF CIO Community of Practice.
6. Kotnour, T.G. Series of Reports for the 2003 UCF CIO Community of Practice.
7. Kotnour, T. G. "Integrating Strategic Thinking Throughout the KSC Strategic Management Process: Participant Data and Observations," August, 1999.
8. Kotnour, T. G. "Integrating Strategic Thinking Throughout the KSC Strategic Management Process: Interpretations and Recommendations," August, 1999.
9. Kotnour, T. G. "A Strategic Framework for Evaluating KSC University Programs," July, 1999.
10. Kotnour, T. G., Wanielista, M., Cheema, L., and Buckingham, G. "Partnership Issues for Florida's Aviation/Aerospace Industry and Education System," April, 1998.
11. Kotnour, T. G., Thompson, W., Sepulveda, J. "Implementing Lessons Learned in the Orlando Regional Healthcare System," 1998.
12. Kotnour, T. G. "Engineering Strategic Management at the Kennedy Space Center," NASA/ASEE Technical Report, 1997.
13. Kotnour, T. G. "Project Management Framework to Organizational Transitions," NASA/ASEE Technical Report, 1996.
14. Management Systems Laboratories, "Why Do People Perform Unsafe Behaviors? A Review of the Scientific Literature Concerning Underlying Factors Affecting the Performance of Unsafe Acts in the Workplace," project report for research grant (Westinghouse Hanford Corporation, MSJ-SRV-287290), March, 1994.
15. Management Systems Laboratories, "Strategic Planning Comparison Study," project report for research grant (U. S. Department of Energy's Office of Environmental Restoration and Waste Management, Grant No. DE-FG02-88DP48058), October, 1993.
16. Management Systems Laboratories, "EM-30 Stakeholder Analysis," project report for research grant (U. S. Department of Energy's Office of Environmental Restoration and Waste Management, Grant No. DE-FG02-88DP48058), June, 1993.
17. Williams, K. E., and Kotnour, T. G., "A Review of Knowledge-Acquisition Methods," Office of Naval Research Technical Report (Contract No. N00014-91-J-1500), 1993.
18. Kotnour, T. G., "Intelligent Management Tool to Aid Problem Solving, Decision Making, and Planning," unpublished working paper for research grant (U. S. Department of Energy's Office of New Production Reactors, Special Research Grant No. DE-FG02-91NP00119), January, 1992.

Professional Presentations

1. Al-Haddad and Kotnour (2014, June 1-4). An alignment model for successful organizational change: preliminary results. Institute of Industrial Engineers (IIE) Annual Conference and Expo, 2014, Montreal, Canada (Presentation).
2. Al-Haddad and Kotnour (2012, May) Integrating Change Management Literature: A Model for Successful Organizational Change. Institute of Industrial Engineers (IIE) Annual Conference and Expo, 2012, Orlando, FL (Presentation).
3. "IT Cost Reduction: IT Cost Savings through a Knowledge Sharing Community: Observations from the UCF CIO Community of Practice", The Information Management Forum, March, 2009.
4. "Learning-Based Project Reviews", presented to PM Challenges Conference, February 2007.
5. "Learning-Based Project Reviews", presented to PM Challenges Conference, March 2005.
6. "Strategic Program and Management", presented to IEMS Advisory Board, Spring 2003.
7. "Transformation Management", presented to Boeing/NMA, Spring 2001.
8. "Leadership and Visioning," presented to UCF College of Engineering's Dean's Leadership Team, Fall, 1999.
9. "Visioning for UCF Excellence in Engineering Education 2000," presented to UCF College of Engineering's Dean's Leadership Society, Fall, 1998.
10. "Management Systems Analysis to Understand Logistics Management Tools," presented to KSC Logistics, Fall, 1998.
11. "Assessing Qualitative Assignments and Exams to Ensure Objectivity" for the College of Engineering, 1998.
12. "Partnership Issues between Florida's Aviation/Aerospace Industry and Educational System", presented to the NASA/KSC BOR working group, April 27, 1998.
13. "Understanding the Relationship between Florida's Aviation/Aerospace Industry and Educational System", presented to the Florida Aviation/Aerospace Alliance Task Force, April 21, 1998.
14. "The (Mis)Use of Lessons Learned in Project Management: An Organizational Learning Framework for Project Environments" to the local chapter of the Project Management Institute on April 11, 1997.
15. "A Project Management Framework to Kennedy Space Center's Transition" to Brevard Community College/TQM Information Exchange working group on January 23, 1997.
16. "The Industrial Engineering of Strategic Management Systems," UCF/IEMS, Research Exchange Workshops, March, 20, 1998/
17. "Understanding Organizational Learning in a Project Environment," UCF/IEMS Research Exchange Workshops, April 11, 1997.
18. "Integrating Research and Organizational Problem Solving: The Development of a Project Management Approach to KSC's Change", UCF/IEMS, Research Exchange Workshops, September, 20, 1996.
19. "Research Issues in Organizational Learning," UCF/IEMS, Research Exchange Workshop, Fall, 1995.

Other Publications

1. Kotnour, T. G. "Understanding and Leading Large-Scale Organizational Change," NASA-KSC Partners in Education and Research, October, 1998.
2. Kotnour, T. G. "Aerospace Research and Educational Needs and Activities in the State of Florida," NASA-KSC Partners in Education and Research, October, 1998.
3. Matkovich, J. and Kotnour, T. G. "Effective Organizational Performance Tools Used in the Aviation and Aerospace Industries," NASA-KSC Partners in Education and Research, October, 1998.
4. Kotnour, T. G. and Lyons, S. "Strategic Management to Drive Change", NASA Technical Briefs, 1998.

5. Kotnour, T. G. and Matkovich, J. "Customer Satisfaction in a Project, Technical Organization," NASA Technical Briefs, 1998.
6. Kotnour, T. G. and Orr, C. "Organizational Learning Process to Support the NASA Test Director," NASA Technical Briefs, 1997.
7. Kotnour, T. G. and Barton, S. "Organizational Change Models", NASA Technical Briefs, 1997.

Work In Progress

A complete publication plan is available upon request.

Dissertations Completed

Supervised

1. Serrina Hadad, April 2012, Aligning Change Method with the Organizational Change Type for Successful Change
2. Brig Bjorn, May 2012, "Critical Success Factors for Evolutionary Acquisition Implementation"
3. Erick Tucker, Summer 2010, "Knowledge Management Determinants of Continuance Behavior: Evaluating the Air Force Knowledge Now Knowledge Management System"
4. Bob Beaver, Summer 2009, "Individual & Group Strategies for Organizational Learning in an AEC Firm"
5. Catherine Vergopia, Fall 2008, "Project Management Maturity Models"
6. Rey Diaz, Spring, 2007 "Integrated Management System Evolutions."
7. Alper Camci, Summer, 2006, "Project Management Styles"
8. Jose Nunez, Summer, 2005, "Knowledge Management in International Projects: The Case of the International Space Station."
9. Rafael Landeata, Winter 2003, "Knowledge Management Across Projects."

Committee Member

1. Eric Sola, Spring 2016, An Experimental Investigation of the State of Creativity, Critical Thinking, and Creativity in Undergraduate Engineering Students
2. Invited Doctoral Committee Member, Geert Lettens, Royal Military Academy, Belgium, 2008-2009
3. Grant Cates, Fall 2004
4. Gregg Buckingham, Spring 2002, "Effects of Mentoring on Science Education."
5. Labiche Ferra
6. Linda Welsh, Summer, 1998, "Features of Total Quality Management Training and Their Relationships to Effective TQM Implementation in K-12 Educational Organizations."
7. Hani Aburas, "Design, Simulation, and Optimization of a Fully Dynamic Process Control Procedure."

Theses Completed

Supervised

1. Bonnie McIlrath, Summer 2002, "Processes and Tools for Organizational Alignment."
2. Mirja Hjelm, Summer 2002, "Knowledge Management in the Project Management Environment."
3. Jennifer Off, Summer 2000, "Deploying an Integrated Management System."
4. Josh Lenzini, Summer 2000, "Supply Chain Management of Spaceports."
5. Frank D. Sturek, August, 1998, "How Does a Traditionally Managed Organization Successfully Apply Strategic Management?"
6. Robert Gaucher, August, 1998, "The Effect of Lessons Learned on Organizational Learning and Performance."

Committee Member

1. Scott Sandback
2. Bill Harris
3. Raymond K. Compton, Spring, 2000, "A Conceptual Model of PC-Based Simulation in Support of Military Training."
4. Lesley Cheema, April, 1999, "A Methodology for Sampling Reduction in High-Volume Manufacturing."
5. Wayne Stilwell, Summer, 1998, "Organizational Learning in a Novel Environment."
6. Michael James Lipinski, Spring, 1998, "Virtual Simulation Effectiveness for the Training of Teamwork."

**Dissertations in Process
Supervising
Committee Member**

TEACHING VISION AND PHILOSOPHY

Teaching Vision

To be recognized by my students as having made a difference in their lives through my teaching and thereby being recognized by my peers as a premier teacher.

My Teaching Philosophy

Teaching in the College of Engineering/Computer Science's Industrial Engineering and Management System Department (IEMS), I aim to teach students to be professional practicing engineers who apply the fundamental engineering process to all endeavors. My teaching philosophy is for the professor to proactively model behavior consistent with an ethical, practicing engineer; and for the students to be actively engaged in learning, applying, and creating knowledge. I demonstrate this philosophy by continuously improving the course with feedback from students, peers, and industry and including real-world examples. I use a plan-do-study-act (PDSA) teaching process. The description and evaluation of this teaching approach was published in *IEEE Transactions on Engineering Education*. I engage students in group knowledge creation using the cooperative learning concepts—this was published in *Journal of Faculty Development and Review of Science, Technology, and Sustainable Development*. To develop conceptual, qualitative, synthesis, and communication skills, I have the students complete take-home essay exams, research papers, and group projects. To provide meaningful evaluation and feedback, I personally grade all of these projects and examinations.

Consistent with my teaching philosophy, I have attended short courses and seminars to build my skills, for example, 1) Assessing Student Outcomes, Center for Education Development, 1997; 2) 1997 NASA Educator's Retreat, 1997; 3) Cooperative Learning, Southeastern Center for Cooperative Learning, 1996-97; 4) Series of interactive instruction classes, UCF's ITV, 1997; and 5) Distance Education in the Engineering Core at the University of Illinois, UCF, 1996.

I support the special course requirements for the teaching assignments to support the graduate programs within the Industrial Engineering and Management Systems Department. The graduate program focuses on practicing engineers who are working full time and returning to school to upgrade their skills. The implications for teaching the adult learners include students: needing to develop the ability to apply the engineering process to the engineering management process; needing to develop qualitative, conceptual, synthesis skills in addition to the quantitative analytic; taking classes for the first time in some years; taking classes at night after they complete their work day; and missing lectures due to work and travel requirements. My special teaching requirements based on these implications include: 1) teaching classes at night after the students complete their work day; 2) conducting classes at off-campus sites (e.g., the Kennedy Space Center, STRICOM, Lockheed Martin, Fed-Ex, Cirent Semiconductor) or via FEEDS; and 3) developing Powerpoint handouts for each lecture to focus the in class period on discussions of how to apply the concepts to the workplace and to facilitate FEEDS and student travel requirements.

TEACHING ACTIVITIES

Program Development

Leading the development and implementation of an executive style program in project delivery. Established partnerships with leading project-based organizations (e.g., Harris, KSC, Boeing, ASRC, WDW, Siemens, Lockheed Martin).

- Implementing an eLearning and application session delivery model
- Established Orlando January 2009 Cohort with partners (WDW, Siemens, LMCO, Boeing, KSC, ASRC, CNL)
- Established partnership with Harris for May 2009 cohort and January 2010 cohort.
- Established January 2012 Orlando cohort (WDW, Siemens Power Generation, LMCO, KSC,L3, CSX)
- Established January 2014 Orlando cohort (WDW, Siemens Power Generation, LMCO, KSC, Raytheon, Northrup Grumman)
- Generated over \$2,400,000 in corporate support for the PEMP

Courses Taught

University of Central Florida

Graduate

Project Engineering
Technology Strategy
Engineering Management
Management Information Systems

These courses were taught on-campus in the FEEDS system (live and videotaped sessions) and off-campus at the Kennedy Space Center, U.S. Army STRICOM, Lockheed Martin Astronautics, Cirent Semi-Conductor, and Fed-Ex as part of the Engineering Management program. Both an organizational learning and cooperative learning approach were used in these courses. The use of the organizational learning approach was featured in the Florida Center for Teaching and Learning's newsletter. An internet home page was developed for the Engineering Management course conducted on the FEEDS system.

Undergraduate

Conducted sessions for EGN 1006 & 1007, the introductory engineering course.
Taught Engineering Leadership I & II
Developing Engineering Leadership Capstone Course

Virginia Tech

Prepared and conducted class lectures at the undergraduate and graduate levels in Management Systems Engineering and Research Methods.

Teaching Evaluations

Given below is an aggregate summary of the teaching evaluations for the courses from 1996 through 2008.

Area	TK
Feedback to student for performance in course	4.21
Instructor interested in your learning	4.59
Use of class time	4.19
Instructor overall organization of course	4.39
Continuity between lectures	4.36
Pace of Course	3.91
Instructor assessment of progress used for class	4.00
Text & related materials used	3.70
Descr of course obj. & assign	4.28
Communication of ideas & info	4.37
Express expectations for performance	4.38
Available to assist students	4.05
Respect & concern for students	4.50
Stimulation of interest	4.40
Facilitation of learning	4.24
Overall assessment of instructor	4.45
5 = Excellent, 4 = Very Good, 3 = Good, 2 = Fair, 1 = Poor	

SERVICE VISION AND PHILOSOPHY

My Service Vision

To be recognized as a consummate professional who enhances the profession and supports the growth and achievement in the profession of others.

My Service Philosophy

My philosophy in the service component of the academic profession is to be an active and contributing member of the University and the broader profession. Part of the responsibility of a professional is to contribute to making the profession a better profession.

Accomplishments as Editor of the *Engineering Management Journal*

Considerable focus was placed on being Editor of the *Engineering Management Journal*. Specific accomplishments during my tenure as the editor included:

- Enhanced the presence of the journal by being placed on the Web of Science citation service
- Developed special issues with leading organizations such as NASA
- Developed special issue on the founding of the Engineering Management profession by developing case histories with the founders of the profession
- Developed and implemented a strategic plan for the journal
- Develop a set of tools and papers to help authors be successful by providing explicit guidelines on how to write and publish EMJ case studies
- Enhanced journal operations by developing standard tools
- Procured an on-line submission and review tool
- Expanded Associate Editors including international associate editors
- Enhanced the presence of the journal with *EMJ* articles published in the IEEE EMR
- Increased the backlog of articles to be published

SERVICE ACTIVITIES

National Service

1. Series Editor, *Complex Systems Engineering & Management* (CRC Press), 2008-Present
2. Editor of the *Engineering Management Journal*, 2001-2009
3. Editorial Board, *Human Factors and Ergonomics in Manufacturing and Service Industries*, 2008-Present
4. Associate Editor, *Journal for Enterprise Transformation*, 2008-
5. Completed tenure and promotion reviews for other universities
6. Member, ASEM Program Accreditation Board, 2005-Present
7. Committee Chair, American Society of Engineering Management, Corporate Affiliate Program, 1999-2001

University and Departmental Committee Assignments

1. Chair, TIP evaluation committee for the College of Engineering & Computer Science, 2016
2. Chair, Faculty search committee for Engineering Management faculty, 2015-2016
3. Member, Promotion & Tenure committee for the College of Engineering & Computer Science, 2015-2016
4. Member, QEP for UCF, 2015-2016
5. Member, College Promotion & Tenure Committee, 2011
6. IEMS Department Evaluation Standards Committee, 2011
7. IST Department Evaluation Standards Committee, 2011
1. Director, Engineering Leadership & Innovation Institute, 2009-Present
2. Director, Professional Engineering Management Program, 2008-Present
3. IEMS Graduate Committee, 2008-Present
4. Office of Sponsored Research: Facilitation of strategic meetings, 2007-2008
5. Office of Sponsored Research: Development of strategic plan concepts to move to the next level of research, 2005
6. IEMS Strategic Plan, 2005
7. IEMS EM search committee chair, 2005
8. IEMS Research committee, 2005
9. IEMS Dept. culture and excellence committee, 2005
10. IEMS Faculty Search Committee, 2003.
11. IEMS Chair Search, 2001.
12. IEMS Research Committee, 2001.
13. University Faculty Center for Teaching and Learning Director Search, 2001.
14. Departmental ABET/Assessment Coordinator, responsible for developing/implementing documentation and assessment for ABET/SACS reviews, 2000--2002.
15. Departmental Assessment Coordinator, responsible for developing/implementing assessment for ABET/SACS reviews, 1999-2000.
16. Engineering Management Working Group, Chair of committee to address strategic issues in the UCF Engineering Management Program, 1999-Present.
17. University Library Committee, 1998-1999.
18. University representative and lead member for the Interagency Agreement with NASA as a result of an agreement between NASA/KSC and the Florida Board of Regents, State University System, 1997-1998.
19. Departmental Graduate Curriculum Committee, 1998-1999.
20. Departmental Faculty Search Committee, 1998.
21. Departmental Research Committee, 1997-98.

22. Departmental Student Advisory Board Committee, 1997-98.
23. Departmental Awards Committee, 1995-1996.
24. Departmental Scribe, 1995-1997.
25. Florida Center for Teaching and Learning, worked to bring in an outside speaker on quality in the classroom.
26. Minority Student Mentor.
27. Founding faculty advisor the student chapter of the Project Management Institute. This chapter was developed in partnership with the senior local chapter and AT&T.
28. University library representative for the IEMS Department, 1996-1999.

Professional Association Memberships and Offices Held

1. American Society of Engineering Management, member, 1997 - Present.
 - Editor of the *Engineering Management Journal*, 2001-2009
 - Member, ASEM Program Accreditation Board, 2005-Present
 - Committee Chair, American Society of Engineering Management, Corporate Affiliate Program, 1999-2001
 - Session chair for conference, October 1997, 1999, 2000.
2. Institute of Industrial Engineers, member, 1987 – 2000.
 - Session chair for Industrial Engineering Research Conference, May 1996.
 - Reviewed three papers for the Industrial Engineering Research Conference, May 1996.
 - Reviewed one paper for the “Computers and Industrial Engineering Journal”, 1996.
 - Chairman, 1990 IIE Midwest Regional Student Conference, 1989-90, Directed and organized conference hosted at Bradley University involving 13 universities and over 170 participants, industry sponsored 70%.
 - President, Institute of Industrial Engineers, Bradley University Chapter, 1988.
3. Project Management Institute, member, 1995 - 2000.
 - Vice-President of Membership for local chapter.
 - Founding faculty advisor for the student chapter at UCF.
 - Co-sponsor of teleconference “Achieving Behavioral Excellence in Project Management” teleconference on March 21, 1996 with the Central Florida Chapter of the Project Management Institute (PMI). My role included coordinating activities with the Division of Continuing Education and the PMI chapter, conducting marketing of the program, and facilitating group discussions before and after the teleconference with participants.
4. Institute of Electrical and Electronics Engineers-Engineering Management Society, member, 1994-Present.
 - Organizing committee of the IEEE International Conference on Systems, Man, and Cybernetics.
 - Wrote a research article (“Improving Project Performance through Organizational Learning”) for the Canaveral Section’s newsletter.
5. Institute for Operations Research and the Management Sciences, member, 1992-1998.
6. American Society of Engineering Education, member, 1995-2003.
7. Served on the local committee for the 1998 International Association for Management of Technology conference.

Community Service Activities

1. Community Service Group. Participated in week-long community service project conducting construction and interaction with youth, 1994.
2. Floyd County School District. Designed and developed transition services with Floyd County Special Education Coordinator, 1992.
3. Peoria Police Department. Analyzed and recommended scheduling process and manpower requirements, annual savings of \$100,000, 1989.

ADDITIONAL TRAINING

- Systems Dynamics, ASEM, 2008
- Scenario Planning, Global Business Network, 2000
- Educational Outcomes Assessment, SUCCEED, 1999
- Assessing Student Outcomes, Center for Education Development, 1997
- 1997 NASA Educator's Retreat, 1997
- Paradigm for Success: Enabling Strategies for Obtaining Federal Research Dollars, 1997
- Cooperative Learning, Southeastern Center for Cooperative Learning, 1996-97
- Distance Education in the Engineering Core at the University of Illinois, UCF, 1996
- Fundamentals of Kaizen, Ford Motor Company, 1994
- Continuous Process Improvement Workshop, Management Systems Laboratories, 1993