

VAN DYKE GRAY, PH.D.

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EDUCATION

UNIVERSITY OF NORTH TEXAS, PH.D. AUGUST 1984

Major: Production/Operations Management

Minor: Marketing and Computer Science

Dissertation: *A Discriminant Analysis of Physically Impaired and Nonimpaired Coworker Performance in a Selected Data Processing Environment*

Organizations: Sigma Iota Epsilon (National Management Honor Society)
Beta Gamma Sigma (National Business Honor Society)

UNIVERSITY OF NORTH TEXAS, M.B.A. DECEMBER 1977

Major: Administrative Management

Minor: Chemistry

HOUSTON BAPTIST UNIVERSITY, B.S. MAY 1974

Major: Chemistry and Biology

Organizations: Alpha Epsilon Delta (National Pre-Med Honor Society)

PROFESSIONAL EXPERIENCE

BAYLOR UNIVERSITY

HANKAMER SCHOOL OF BUSINESS

WACO, TEXAS 76798

May 2006 to Present

Professor of Management

- Professor for the graduate level Production/Operations Management courses in the Waco/Austin and Dallas EMBA programs, the Online MBA program, and the Core MBA where the major topics include Project Management, Strategic Planning, Operations Strategy, Enterprise-Wide Management Information Systems, Supply-Chain Management (certified SAP University Alliance Level II member), Just-in-Time, Lean Manufacturing, Constraint Theory, Quality and Continuous Improvement techniques.

Director of Planning and Accreditation

- Responsible for providing competitive intelligence to aid decision-making at the executive council (EC) level of the Hankamer School of Business. This includes assessment of competitive rankings for the school and all appropriate departments and programs in collaboration with department chairs and strategic development council members. I also serve as chair of the HSB strategic leadership council.
- Provide assessments of the strategic impact of special recognition programs, awards and honors available (i.e., the national Baldrige award for quality in Higher Education) to the Hankamer School of Business (HSB). This position coordinates efforts associated with the application requirements for these awards and for providing institutional data required for reporting to HSB constituencies.
- Responsible, in collaboration with others, in assembling and analyzing relevant data, preparing communication materials, interacting with HSB department chairs, faculty and staff, members of the strategic development council, and other appropriate Baylor University offices and resources (i.e., Institutional Research) to aide in the creation and updating of strategic and operational plans and the HSB Dashboard.
- Responsible, in collaboration with others, in providing the documentation necessary to maintain the HSB's accredited status with the Association to Advance Collegiate Schools of Business (AACSB). As Director my primary role is the design and sustainability of the HSB strategic planning and assessment of learning (AoL) processes and coordinating all accreditation efforts for the school. AACSB reaffirmation was conferred during the fall of 2009, 2013, 2019 and is expected to be conferred again in the fall of 2023.

Associate Director for the Center for Nonprofit Studies (spring 2006 – fall 2012)

- The Center for Nonprofit Studies contributes to the effectiveness of nonprofit organizations by focusing research efforts on critical problems facing the nonprofit community, providing undergraduates with course sequences that can be added as minors to both business and non-business majors, and offering nonprofit managers access to best practices among such organizations.

BAYLOR UNIVERSITY
OFFICE OF STRATEGIC PLANNING AND IMPROVEMENT
WACO, TEXAS 76798
May 2002 to May 2006

Baylor University - Associate Vice President for Strategic Planning and Improvement, and Professor of Management

- Responsible for the development of a general, systematic, and consistent university-wide planning process (both strategic and operational). The resulting database system utilizes a portfolio management approach to planning, budgeting (both operational and capital), action plan development and the tracking of results. Currently, this system is the approved university-wide approach to achieving visibility into, and establishing priorities for, all university requests for funding within its \$425M+ operating budget. This system represents a significant increase in the maturity of the university's integrated planning and budgeting practices employed to plan, prioritize, allocate, and control its financial resources consistent with its mission and vision.
- Through cross-functional collaborative efforts, assist and guide all university unit strategic plans, including assessments, establishment of goals, key performance indicators, operational plans, and the reporting of progress.
- Reported directly to the President, conducting special projects for the Office of the President.
- Responsible (in collaboration with the VP of Finance and Administration) for conducting systematic reviews of all non-academic university services. In 2004 and 2005, these reviews lead to an identification of \$14M in cost savings for the university.
- Responsible for numerous continuous improvement projects throughout the university, employing the techniques of Lean Enterprise, Constraint Theory, Quality Management and Continuous Improvement theory, methodology and best practice.
- Member of the President's Executive Council during the terms of three President's from September 2004 to May 2006. This ten-member group, chaired by the President, included representatives from each of the seven divisions of the university: Academic Affairs, Finance & Administration, Human Resources & Enrollment Management, University Relations, University Development, Athletics, Student Life, and General Counsel.
- Member of the Financial Model Team, the basis for all financial planning, allocation, and reporting at the university. During my years of participation this group has completed a multi-year, identification, selection, design, and implementation of a new university-wide integrated financial planning and reporting system, replacing its previous financial modeling and budget preparation processes.
- Chair, University-Wide Policy Task Force, and the Capacity-Planning Task Force.
- Member of the Core Management Team (chaired by the VP Finance & Administration from May 2002 – August 2004). The team was responsible for all university Strategic Planning and Improvement, Facilities & Operations, Risk Management, Financial Services, Budget Management, Information Technology Services, and Investment decisions and performance.

- Member of the Enrollment Management Policy Task Force, the group that establishes all enrollment management and financial aid policy, implementation practices and scholarship packaging for the largest private university in Texas. This task force develops policy and practice to insure the enrollment and retention of approximately 2,850 freshmen each fall consistent with the university's mission and vision, and its stated quality and net revenue requirements.
- Member of the Southern Association of Colleges and Schools (SACS) reaffirmation of accreditation task force.
- Professor for the graduate level Production/Operations Management courses in the Waco/Austin and Dallas EMBA programs where the major topics include Project Management, Strategic Planning, Operations Strategy, Enterprise-Wide Management Information Systems, Supply-Chain Management, Just-in-Time, Lean Manufacturing, Constraint Theory, Quality and Continuous Improvement techniques.

BAYLOR UNIVERSITY
 HANKAMER SCHOOL OF BUSINESS (HSB)
 WACO, TEXAS 76798
 September 1986 to May 2002

Associate Professor of Management

- Teach undergraduate and graduate level Production/Operations Management courses in the Hankamer School of Business, MBA Core, and in the Waco/Austin and Dallas EMBA programs
- Member of the Hankamer School of Business MBA Core Faculty
- Provided process improvement assistance to the Office of Financial Aid
- Provided process improvement special project assistance to the Vice President for University relations and to the Vice President for Enrollment Management and Human Resources
- Chaired the Presidential initiative Building a Better Baylor (B³)
- Graduate Business Association Faculty Sponsor
- First Certified Academic Information Associate (CISA) of the Avraham Y. Goldratt Institute (1990), Certified Associate, and Disaster™ Jonah and Jonah's Jonah (1993)
- Assisted in recruiting efforts directed toward identifying candidates for Organizational Behavior, Organizational Theory, Human Resources Management, Operations Management, and International Management positions at the Academy of Management meeting in August 1988.
- Generated publications for internal use within the Hankamer School of Business including:
 - Operations Management Brochure (1988)
 - Production/Operations Management Support Activities Report (1987)
 - Center for Personal Selling and Sales Management Annual Report (1987-88)
- Assisted in the planning and coordination of an academic seminar introducing the Theory of Constraints (February 7-8, 1988)

UNIVERSITY OF MISSOURI-COLUMBIA
SCHOOL OF BUSINESS AND PUBLIC ADMINISTRATION
WHITEMAN GRADUATE PROGRAM IN BUSINESS
WHITEMAN AFB, MISSOURI 65305
May 1979 to August 1986

Assistant Professor

- Taught graduate level Production/Operations Management, Management Science, Purchasing and Materials Management, Data Processing, Data Base Management and Marketing/ Marketing Research courses
- Responsible for the establishment of a computer laboratory to serve 150 MBA students. This lab included a DEC minicomputer and numerous Apple microcomputers. Full BIO-MED statistical software implementations and numerous operating systems, COBOL, FORTRAN, and BASIC language implementations and upgrades were performed.

STF TECHNOLOGIES, INC.
1817 MAIN STREET
HIGGINSVILLE, MISSOURI 64037
May 1988 to January 1989

President and Founder

- Responsible for the establishment and operational success of a microcomputer hardware and software development firm including management of software development and hardware manufacturing activities.
- Secured the necessary capital for the company startup.
- Successfully developed and introduced the first computer-based facsimile modem for the Apple Macintosh computer.
- Directed the product design, engineering, manufacturing, marketing, and distribution efforts of the firm.
- Established successful domestic and international product introduction strategies, including the development and implementation of advertising and direct mail campaigns toward consumers, retailers, and distributors of microcomputer devices.

PROFESSIONAL PUBLICATIONS AND PRESENTATIONS

Gray, V., Tanner, J. (2015) Message in a Bottle: Entrepreneurship Education's Impact on African Bottom-of-the-Pyramid Entrepreneurs. *African Journal of Economic and Sustainable Development*, 4(3), 201-210.

<https://www.inderscienceonline.com/doi/abs/10.1504/AJESD.2015.071903>

Tanner, J., Gray, V. (2015) Message in a Bottle: Business Education's Impact on BOP Entrepreneurs. *African Journal of Economic and Sustainable Development*.

McCormick, B., Gray, V. (2014). Within An Arm's Reach of Learning: Using SMS-based Services to Educate at the Bottom of the Pyramid in Africa. *Journal of Family and Community Ministries*, 27, 31-44, <http://hopeandhealinginstitute.org/about-us/affiliated-partners/journal-of-family-and-community-ministries/>

McCormick, B., Gray, V. (2013) *Within An Arm's Reach of Learning: Using SMS-based Services to Educate at the Base of the Pyramid in Africa*. Academy of Management Learning & Education.

McCormick, B., Gray, V. (2011). Message in a Bottle: Teaching Basic Business Lessons Using Only a Bottle of Coke. *Journal of Management Education*. April 2011; vol. 35, 2: pp. 282-310.

McCormick, B., Gray, V. *Podcast w/ JME Editors for "Message in a Bottle" article.*, Thousand Oaks, California: <http://jme.sagepub.com/content/35/2/282/suppl/DC1>

Easley, R., Madden, C. S., Gray, V. Academic Journal Editor Perspectives on the Explicability of Research in the Natural and Behavioral Sciences. *Journal of Business Research*. February, 2010.

Madden, C. S., Gray, V., Easley, R. (2011). Using Marketing Audits as the Basis for Nonprofit Case Generation. *Journal of Marketing Education*.

Charles Crespy, Stan Madden, Tom Becker, Van Miller, Van Gray, "Transferring the Sarbanes-Oxley Act of 2002 into the Nonprofit Environment," The 14th Biennial World Marketing Congress Marketing in Transition: Scarcity, Globalism, & Sustainability July 22-25, 2009. Oslo, Norway.

Gray, V., Manufacturing Innovation 2012 National Conference, "Developing a High Performing Supply Chain," NIST - National Institute of Standards and Technology, Orlando, FL.

<http://mi2012presentations.mepevents.com/Default2012.aspx>

Gray, V., Spangler, C. (Presenter Only), Manufacturing Innovation 2012 National Conference, "Supply Chain Strategy Workshop," NIST - National Institute of Standards and Technology, Orlando, FL. <http://http://www.nist.gov/mep/mi2012.cfm>

Madden, C. S. (Presenter & Author), Gray, V., World Marketing Congress--2009, "Transparency and Accountability and Sustainability Reporting as a Source of Competitive Advantage Among Nonprofit Organizations: Sarbanes-Oxley Models," Academy of Marketing Science, Oslo, Norway.

Gray, V., International Autobody Congress, NACE - the International Autobody Congress, Las Vegas, Nevada, "Lean Collision Repair Best Practices," Non-Academic, International. November 5, 2008.

Gray, V., Fix Auto Annual Conference 2008, Fix Auto North America, Napa, California, "Implementing Lean Manufacturing Principles in Collision Centers: Four Experiences," Non-Academic, International, Invited. May 7, 2008.

Van D. Gray, "An Introduction to Performance Excellence through Process Synchronization," a Webinar to DuPont Performance Coatings Business Consultants, October 15, 2007. E. I. du Pont de Nemours and Company, Wilmington, Delaware.

Van D. Gray, Lois Lawler-Brown and Bob Mitchell, "The Role of Special Accreditation in Quality Improvement: AACSB, NCATE, ABET," National Consortium for Continuous Improvement in Higher Education (NCCI), Winds of Change: Quality in the Southwest Conference, October 11 – 12, 2007. University of Central Oklahoma, Edmond, Oklahoma.

Van D. Gray, "Make Your Business a Lean, Mean Running Machine," a PBES Town Hall Address, October 31 – November 2, 2007. Las Vegas, Nevada. (An invited address at the joint International Autobody Congress and Exposition (NACE) and Automotive Aftermarket Industry Association (AAIA) Annual Conference; the PBES is the Paint, Body & Equipment Specialists Segment of the AAIA and this presentation was to 400 of their members).

Van Gray, "Communicating Financial Information Effectively," a NACUBO sponsored ACUBO workshop, January 11-12, 2007. Dallas, Texas. (Developer of this nation-wide educational workshop for NACUBO and ACUBO)

Van Gray, "Developing Your Planning, Modeling and Budgeting Capacity", NACUBO Annual Meeting, Campus of the Future, July 11, 2006, Honolulu, Hawaii.

Van Gray, "Improving Strategic Prioritization and Budget Integration through Application of Portfolio Management Techniques," National Consortium for Continuous Improvement In Higher Education (NCCI) 2006 Annual Conference, July 8, 2006, Honolulu, Hawaii.

Van Gray, Brian Denman, and Wilson McGregor, "Impacting Business Performance with Modeling and Expense Planning," DIALOG Users conference, Quebec City, Quebec. May 25, 2006.

Van Gray, Brian Denman, and Wilson McGregor, "Effective Planning & Reporting" DIALOG Users conference, Quebec City, Quebec. May 25, 2006.

Van Gray, "Increasing Financial Modeling Capability," NACUBO Annual Meeting, July 11, 2005, Baltimore, Maryland.

Van Gray, Brian Denman and Wilson McGregor, "Effective Planning and Reporting," DIALOG Users Conference, Whistler, B.C. May 26, 2005.

Van Gray, "Diversity in Planning," invited panelist, DIALOG Users conference, Whistler, B.C. May 25, 2005.

Van Gray, "The Strategic Reallocation of Resources in Higher Education" in Dallas, Texas on February 5, 2004. Chair of this National Consortium on Continuous Improvement in Higher Education (NCCI), one-day symposium.

Van Gray and Nathan Atkinson, "Using Portfolio Project Management to Integrate Strategic Planning and Budgeting at Baylor University," CUMREC 2004, Austin, Texas, May 17, 2004.

Van Gray, "Using Project Portfolio Management for Strategic Planning," Texas Museums Association, Waco, Texas, March 30, 2004.

Van Gray and Nathan Atkinson, "The Evolution of Baylor University's PPM: From Introduction to Enterprise Portfolio Management for University-Wide Strategic Planning," Educause SW Regional Conference, Dallas, Texas, February 26, 2004.

Van Gray, "The Evolution of Baylor University's PPM: From Introduction to Enterprise Portfolio Management for University-Wide Strategic Planning," Institute for International Research (IIR), Project Portfolio Management: How to select and sustain an optimal & strategically integrated project portfolio, Boston, Massachusetts, November 17-19, 2003.

Van Gray and Reagan Ramsower, "Using Project Portfolio Management for Strategic Planning," Society for Information Management (SIM), Interchange 2002, Salt Lake City, Utah, September 22-24, 2002.

Van D. Gray, Joe Felan, Elisabeth Umble, and Michael Umble, "A Comparison of Drum-Buffer-Rope (DBR) and Critical Chain (CC) Buffering Techniques," Dennis P. Slevin, David I. Cleland, and Jeffrey K. Pinto editors. Project Management Institute, Newton Square, Pennsylvania, chapter 25, pgs. 419-434. 2002.

Elisabeth Umble, Michael Umble and Van D. Gray, "Improving Production Line Performance," IIE Solutions. May 2000.

Van D. Gray, Joe Felan, Elisabeth Umble, and Michael Umble, "A Comparison of Drum-Buffer-Rope (DBR) and Critical Chain (CC) Buffering Techniques," Project Management Institute International Proceeding, June 2000.

"Relationships Among Competitive Strategies, Core Competences, and Innovation in Small Manufacturing Firms," Dr. Duane Ireland, Dr. Michael Hitt, and Dr. Van D. Gray an included chapter in *High Technology Venturing*, volume III, 1993.

"Applying Quality Control Techniques to Human Resource Management," Van D. Gray, Society for Human Resource Management, Central Texas Chapter, October 1992.

"The Relationship Between Manufacturing Lead Times and The Level of Work-In-Process In Complex Manufacturing Environments," co-authored with Joe Munn. A presentation and publication appearing in *34th International Conference and Exhibition of the American Production and Inventory Control Society*, October 20-25, 1991.

"Applying the Theory of Constraints to Production Lines with Setup," M. Michael Umble, Van D. Gray, and Charlene W. Spode. *Southern Management Association Proceedings*, Atlanta, Georgia November 1991. (This paper was nominated for Best Paper in the Operations Management track)

"Production Line Productivity: An Application of the Theory of Constraints' Buffer Management Concept," M. Michael Umble, Van D. Gray, and Charlene W. Spode. National Proceeding of the *Decision Sciences*. Miami, Florida November 1991.

Production and Operations Management: A Problem-Solving Approach, Study Guide, Van D. Gray. Chicago: The Dryden Press, 1st thru 6th editions, 1990 - 1997.

"Examination of the Relationships Among Small Manufacturing Firms' Strategies and Distinctive Competencies", (with Dr. Duane Ireland) Baylor University Research Committee, Project Number: 007-D88-URC.

"Strategy, Competences, Innovation and Performance in Small Manufacturing Firms", a January 12, 1990 presentation with Dr. Duane Ireland, and Dr. Mike Hitt for the Second International Conference on High Technology at the University of Colorado.

"On the Imposition of Quality Techniques: Or What's a Small Firm to Do?", co-authored with Samuel Seaman. Accepted for presentation and publication in SE TIMS 1989 Conference Proceedings.

"The Relationship Between Manufacturing Lead Times and The Level of Work-In-Process Inventory", co-authored with Joe Munn. Accepted for presentation and publication in SE TIMS 1989 Conference Proceedings.

"On the Practice of Quality Control in Small Manufacturing Firms", Gray, Van., Seaman, Samuel., and Young, Dean. (1988) Proceeding of the Western Decision Sciences Institute, Monterrey, California, Spring, 1989.

"A Symposium on Teaching Fourth Generation Visual Database Languages", Gray, Van, and Backes, Jeffrey (1986) The Proceedings of the 1986 Midwestern Division of the American Institute for Decision Sciences, Lincoln, Nebraska.

"Establishing and Using Microcomputer Networks in the Small Office", Gray, Van D., Texas Association of Public Accountants, Houston Chapter, July 20, 1985.

Development Activities Attended

Seminar Attendance, "Strategic Planning," AACSB (November 2-3, 2022).

Seminar Attendance, "Societal Impact," AACSB (November 4, 2022).

Conference Attendance, "Global Diversity and Inclusion Conference," AACSB. (December 15, 2021 - December 17, 2021).

Conference Attendance, "Global Accreditation Conference," AACSB. (September 27, 2021 - September 30, 2021).

Conference Attendance, "Building the Future of GME: Strategic Collaboration," AACSB. (June 8, 2021).

Conference Attendance, "International Conference and Annual Meeting," AACSB. (April 6, 2021 - April 9, 2021).

Conference Attendance, "Innovative Curriculum Conference," AACSB. (March 8, 2021 - March 11, 2021).

Conference Attendance, Decision Sciences Institute Annual Meeting 2019, New Orleans, Louisiana, United States. (November 23, 2019 - November 26, 2019).

Conference Attendance, AACSB Co-Lab: Connecting Industry with Business Schools 2019, Philadelphia, PA, United States. (May 30, 2019 - May 31, 2019).

Conference Attendance, AACSB International Conference and Annual Meeting 2019, Edinburgh, Scotland. (April 14, 2019 - April 16, 2019).

Conference Attendance, "Decision Sciences Institute - 2018 Annual Conference," Decision Sciences Institute, Chicago, Illinois, United States. (November 15, 2018 - November 18, 2018).

Conference Attendance, "Enhancing and Measuring Impact Forum," AACSB, Tampa, FL. (October 2, 2014 - October 3, 2014).

Conference Attendance, "AACSB Annual Accreditation Conference," AACSB, Baltimore, MD. (September 21, 2014 - September 23, 2014).

Conference Attendance, "AACSB Maintenance of Accreditation Conference," AACSB, Atlanta, Georgia. (September 23, 2012 - September 25, 2012).

Conference Attendance, "AACSB Maintenance of Accreditation Conference," AACSB, Tampa, FL. (October 4, 2011 - October 9, 2011).

Conference Attendance, "AACSB MBA Curriculum Conference," AACSB, Tampa, FL. (September 4, 2011 - September 9, 2011).

Workshop, "Assessment of Learning," Hankamer School of Business. (May 2009).

Conference Attendance, "AACSB Assessment of Learning Conference," AACSB, Dallas, Texas. (December 4, 2008 - December 6, 2008).

Non-Credit Instruction

Instructor of Record, Northrise University, Ndola, Zambia, 13 participants. (June 1, 2014 - July 31, 2014).

Management/Executive Development, Northrise University, Ndola, Zambia, 20 participants. (July 29, 2014).

Guest Lecture, Northrise University, Ndola, Zambia, 40 participants. (December 11, 2012).

Workshop, In-Person, Angelican Church, Malawi, 45 participants. (June 1, 2012 - June 6, 2012).

Educational Event, BU Missions, 150 participants. (May 15, 2012 - May 30, 2012).

Guest Lecture, Northrise University, Ndola, Zambia, 90 participants. (May 16, 2012 - May 18, 2012).

Certification, Alcoa, 15 participants. (October 2007 - May 2009).

Directed Student Learning

Directed Individual/Independent Study, "Special Studies in Management," Other. (October 1, 2021 - December 5, 2021).
Advised: Spencer Drango

Directed Individual/Independent Study, "Special Studies in Management," Other. (September 1, 2019 - December 5, 2019).
Advised: Mason Priest

Directed Individual/Independent Study, "Special Studies in Management," Graduate School. (September 1, 2019 - December 5, 2019).
Advised: Meagan Savage, Angus Walker, Fairuz Chowdhury

Directed Individual/Independent Study, "Small Business Consulting," Other. (September 1, 2018 - December 5, 2018).

Advised: Mark Vincent

Directed Individual/Independent Study, "Small Business Consulting," Other. (September 1, 2018 - December 5, 2018).

Advised: Sam Garrison

Directed Individual/Independent Study, "Special Studies in Business," Other. (January 14, 2018 - May 5, 2018).

Advised: Anand Jonnabhotla

Directed Individual/Independent Study, "Management Consulting," Other. (September 1, 2017 - December 5, 2017).

Advised: Jordan Stolle, Seth Borsellino, Nate Graham, Rose Chanley, Nicholas Syme, Matthew Turk, Ashley Williams

Directed Individual/Independent Study, "Operations Strategy/ Global Internship in Business Collaborative," Other. (June 1, 2014 - December 14, 2014).

Advised: David Abraham

Directed Individual/Independent Study, "Operations Strategy/ Global Internship in Business Collaborative," Other. (June 1, 2014 - December 14, 2014).

Advised: Karla Garrett

Directed Individual/Independent Study, "Operations Strategy/ Global Internship in Business Collaborative," Other. (June 1, 2014 - December 14, 2014).

Advised: Richard Lubers

Undergraduate Honors Thesis, "Honors Program Thesis - Part I," Other. (June 1, 2014 - December 14, 2014).

Advised: Molly Moorehead

Directed Individual/Independent Study, "Global Supply Chain Management," Other. (January 15, 2014 - May 5, 2014).

Advised: Louis Agnone

Directed Individual/Independent Study, "Global Supply Chain Management," Other. (January 15, 2014 - May 5, 2014).

Advised: Pranesh Jaganthan, Vidur Moudgil

Directed Individual/Independent Study, "Global Supply Chain Management," Other. (January 15, 2014 - May 5, 2014).

Advised: Vidur Moudgil

Directed Individual/Independent Study, "Global Supply Chains and IT Management." (August 21, 2012 - December 5, 2012).

Advised: Lokesh Modi

Directed Individual/Independent Study, "Organizational Research Seminar: A case study approach to strategic management," Other. (June 5, 2012 - December 5, 2012).

Advised: Curtis Schroeder

Directed Individual/Independent Study, "Nonprofit Management," Other. (June 5, 2012 - December 5, 2012).

Advised: Lindsay Palmer

Directed Individual/Independent Study, "Six Sigma and Supply Chain Concepts," Other. (June 2011 - August 2011).

Advised: Ovi Pricopie

Directed Individual/Independent Study, "Six Sigma and Supply Chain Concepts," Other. (August 2010 - December 2010).

Advised: John Vrbanac

Directed Individual/Independent Study, "Strategic Planning in Nonprofit Organizations," Other. (January 2010 - May 2010).

Advised: Kurt Flor

Directed Individual/Independent Study, "Lean/Six Sigma Best Practices." (January 2008 - May 2008).

Advised: Chad Grief

CONSULTING

U.S. Government, Savannah River Nuclear Facility, South Carolina, Compensated, approximately 24 hours spent for the year. (September 2, 2021 - October 1, 2021).

Lead the Savannah River Nuclear Executive Decision Team through the development of their systems supply chain strategy.

Litigation, Lewis Brisbois, Houston, Compensated, approximately 22 hours spent for the year. (April 1, 2021 - July 2, 2021).

Served as an expert witness in a global supply chain electronics manufacturing lawsuit. I provided analysis, reporting, and expert testimony in the case.

Operations Management, numerous varied manufacturing, and service organizations. (January 1, 1980 - Present). An active consultant in the field of manufacturing planning and control, global supply chain optimization, operations strategy, finite loading scheduling systems, and strategic planning.

IN-PROGRESS PROFESSIONAL PUBLICATIONS AND WORKING PAPERS

Erinn D. Lake, Andrew J. Pushchak, and Van D. Gray, “Reducing Organizational Vulnerability during Leadership Transitions – Strategic Approaches to Succession,” (a working paper for future journal submission).

Van D. Gray, and Robert Briselli “Lean Manufacturing Characteristics and Performance Excellence in the Collision Repair Industry.”

Van D. Gray, and Robert Briselli “Assessing Lean Manufacturing Characteristics; A Scorecard Approach.” (Currently, this project is an ongoing web-based survey tool, and internal white paper for use within DuPont’s Performance Coatings Division).

TEACHING EXPERIENCE

BAYLOR UNIVERSITY

BUS 5302, Res International Bus/Pub Pol, 7 courses. (This most recent Global International Internship initiative was made possible through the collaborative efforts of BU Missions, the Hankamher School of Business and external donations). This activity has spawned a five-year development gift to continue these collaborative operations between Baylor University and Northrise University in Ndola, Zambia.

MGT 4398, Special Studies in Management, 1 course.

MGT 5131, Concepts and Fundamentals, 16 courses.

MGT 5132, Structuring the Operating Systems, 16 courses.

MGT 5133, Managing Operational Focus, 16 courses.

MGT 5320, Manufacturing & Service Operations, 33 courses.

MGT 5420, Manufacturing & Service Operations, 10 courses.

MGT 5V98, Special Studies in Management, 18 courses.

LICENSURES AND CERTIFICATIONS

SAP ERPSIM Level II Certification, SAP and HEC Montreal, CN. (January 3, 2013 - January 6, 2013).

PROFESSIONAL ASSOCIATIONS

National Consortium on Continuous Improvement in Higher Education.

Two-year term as Secretary expired in July 2005; served as a member of the NCCI Executive Council through July 2008.

Society for College and University Planners (SCUP) and Planning in Faith-Based institutions (a SCUP Special Interest Group)

American Council of Education

Southern Association of Colleges and Schools

National Association for College and University Business Officers

INTERNAL REPORTS, GRANTS

Van Gray, Mark Dunn, Melissa Spann and Tom Bohannon, “Survey of Admitted Students and Their Parents,” an analysis and extension of the Noel-Levitz Matched Pairs survey, February 2, 2004.

Van Gray and Mark Dunn, “Are We Making Progress,” a survey of the attitudes and beliefs of the Baylor Faculty and Staff with regards to Baylor 2012, January 2003. This survey utilized the Malcolm Baldrige Criteria of Excellence in Higher Education.

I served as principal investigator (through the Office of Strategic Planning and Improvement) of a Lumina grant for a longitudinal study on student retention (the Collegiate Learning Assessment or CLA). This study with a freshman cohort and a senior comparison group, was conducted for four years (2005-2009).

BASIC RESEARCH INTERESTS

Current research efforts continue to focus on issues relating to portfolio management and operational strategy and implementation, and organizational performance and its relationship to the marketing/manufacturing interface. I am also involved in extending the “Message in a Bottle” initiative via SMA-based technology in Kenya. I have a passion for this high-impact activity and believe that our efforts to remove the ill effects of poverty is the important work of my professional career.

SERVICE

College Service

Associate Director, HSB Center for Leadership and Nonprofit Studies.
Director, HSB Strategic Planning and Accreditation. (September 2006 - Present).

University Service

Chairperson, Baylor University National and International Scholarship Committee.
Committee Member, Retention Task Force. (January 2005 - Present).
National and International Scholarships Committee. (August 2015 - May 2018).
Committee Member, Informed Engagement Group. (October 1, 2012 - May 5, 2013).
Committee Member, SACS Re-Affirmation of Accreditation. (September 2004 - May 2006).
Faculty Advisor, Alpha Kappa Psi. (1990 - 1999).

Professional Service

Editorial Review Board Member, Journal of Family and Community Ministries, Waco, Texas. (January 2012 - Present).

Board of Advisors, SAS Institute, Cary, North Carolina. (June 1, 2008 - Present).

Speaker/Presenter, Strategic Planning - Magnolia Market Leadership, Waco, Texas. (March 2017 - June 2017).

Resource Council Member, National Consortium for Continuous Improvement In Higher Education (NCCI), Hartford, Connecticut. (December 2011 - December 2014).

Board Member, National Consortium for Continuous Improvement In Higher Education (NCCI), Hartford, Connecticut. (July 2002 - July 2008).

Officer, Secretary, National Consortium for Continuous Improvement In Higher Education (NCCI), Hartford, Connecticut. (July 2003 - July 2005).

Community Service

Committee Member, Baylor University National and International Scholarship Committee.

Committee Member, Retention Task Force. (January 2005 - 2008).

Committee Member, Informed Engagement Group. (October 1, 2012 - May 5, 2013).

Committee Member, NP Network (Nonprofit Network of Central Texas), Waco, Texas. (January 2, 2008 - Present).

Member, First Baptist Church of Woodway, Woodway, Texas. (August 1986 - Present).

Committee Member, SACS Re-Affirmation of Accreditation. (September 2004 - May 2006).

Member of the Heart of Texas Non-Profit Institute, a multi-representative group of foundations, agencies, charities, and other not-for-profit organizations that coordinate events and serve as resources for developing organizational capacity within the nonprofit community of central Texas. (present)

Faculty sponsor for B.E.S.T - Business Excellence Scholarship Team (1988 - 2000)

Member of the Baylor University International Summer Programs Advisory Committee (1989-1990)

Member of the Baylor University International Exchange Programs Committee

Member of the Baylor University National and International Scholarship Committee (Chair, Harry S. Truman Scholarship Sub-Committee)

Faculty sponsor for Alpha Kappa Psi (1990-1999)

Secretary and newsletter editor for the local chapter of APICS (American Production & Inventory Control Society) from 1987-1989

Invited participant in the first work group regarding advanced scheduling techniques sponsored by the Goldratt Institute, New Haven, Connecticut during December 1989 and January 1990

Reviewed papers for the Operations Management track for the SE TIMS 1989 Conference

Recipient of the 1993-1994 Mortar Board Distinguished Professor Award

Past member of the board, Heart of Texas Goodwill Industries

PROFESSIONAL SERVICE

Board of Advisors of a Company, SAS Institute, Cary, North Carolina. (June 1, 2008 - Present). One of four invited academic members of the SAS Business Analytics Advisory Board.

Resource Council Member, National Consortium for Continuous Improvement in Higher Education (NCCI), Hartford, Connecticut. (December 2011 - December 2014).

Board Member, National Consortium for Continuous Improvement in Higher Education (NCCI), Hartford, Connecticut. (July 2002 - July 2008).

Officer, Secretary, National Consortium for Continuous Improvement in Higher Education (NCCI), Hartford, Connecticut. (July 2003 - July 2005).

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