

Frank W. Davis, Jr., Ph.D.
Professor of Marketing, Logistics and Transportation
The University of Tennessee
Knoxville, Tennessee 37996

EDUCATION

Michigan State University Ph.D., 1971
Major: Transportation and Logistics
Supporting Fields: Marketing, Public Finance, Economic Analysis
Dissertation: "The Determination of the Role of Bus Transit in the University Environment - A Case Study of Michigan State University"

Brigham Young University M.B.A., 1967
Major Emphasis: Finance, Accounting, Operations Research, Organizational Behavior, and Business Policy

Virginia Polytechnic Institute B.S.M.E., 1961
Major: Mechanical Engineering

GENERAL BACKGROUND

Dr. Davis, Professor of Marketing, Logistics and Transportation, has had forty-three years of experience in industry, teaching and research. He is currently teaching supply chain management and international logistics. Recent teaching interests have included information technology and service response logistics. He has recently completed a teaching assignment in ;003 supply chain management at Sichuan University School of Business in Chengdu, China. He has led three MBA class trips on visits to businesses in Santiago, Chile in partnership with a University there. Recent awards include a CSX Research grant in 1998 to study the impact of ERP systems on logistics curriculum, a CSX research grant in 2000 to study knowledge management in supply chains and a Defense Logistics Agency project in 2001 and 2002 to develop strategies for applying best commercial practices to Military Logistics. He is currently serving as Executive Director of the Flat Glass Logistics Council, an industry standards group to improve safety and supply chain efficiency in the Flat Glass Industry.

While serving as Associate Director of the Transportation Research Center at the University of Tennessee, he was appointed to serve on the Knoxville Transportation Authority. During this time he was project director for approximately \$3.1 million in funded research including the first shared ride taxi study, the first public ridesharing project, and the first transportation brokerage project funded by the US Department of Transportation. He was also appointed as a member of the Office of Technology Assessment Advisory Panel on "The Role of the Automobile through 1985 and Beyond", was a delegate to the Dumbarton Oaks Energy Symposium, and worked with the White House, National Governor's Association and the Insurance Industry to coordinate the resolution of insurance issues facing Human Service transportation programs. Awards for outstanding research were received from the Urban Mass Transportation Administration and the University of Tennessee National Alumni Association. During this time research and teaching interests were in the field of passenger transportation, transportation policy and transportation research methods.

He was appointed to the U.S. Census Advisory Committee representing the American Marketing Association. While serving in this capacity he became interested in the dissemination of Census data on CD ROM for access by anyone with a personal computer. The University of Tennessee served as a test site for this concept. The Center for Electronic Data Analysis was established at UT to serve as a clearinghouse for software developed to access both the Census data and the TIGER file (mapping) data. He was actively involved in establishing user interface standards so that users could access all Census data using the same program.

During this time, teaching emphasis was in information management at both the MBA and undergraduate level. He served on the College's Information Management planning committee and was instrumental in designing the new Information Management curriculum for the UT MBA program. To gain first hand experience, he developed a budgeting and accounting system for the Huntsville, Alabama Department of Transportation; an inventory system for tracking 13 different inventory levels for a regional telephone system; and a species survival system for the Asian Lions maintained by the Knoxville Zoo. He also designed and developed the current Knowledge Management system used by the UT MBA program to deliver courses, allow students to submit assignments electronically, faculty to post student grades and allow students to give feedback to each teacher on each class.

In 1985, he recognized that many of the concepts taught in transportation and logistics had broader application. He began researching and teaching a field called Service Response Logistics Management and presented the first conference session on the subject at the Council of Logistics Management annual conference in 1990. When the Council funded the first service logistics research project in 1990, he served on the research advisory committee for the project. In 1991, he and Karl Manrodt received the Plowman award for the outstanding paper of the year entitled "Teaching Service Response Logistics". He has served on the Council of Logistics Management advisory committee to develop ways for disseminating the Service Response Logistics concept and as track chair for the Service Response Logistics track. His book, Customer Responsive Management: The Flexible Advantage with Karl Manrodt was published in 1996 and reprinted in 1999. This book lead to the authors being included as 2 of the 62 Gurus in Marketing in Boyette and Boyette, "The Guru Guide to Marketing", Hoboken: Wiley, 2003 and 2 of the 115 Gurus listed in Boyette and Boyette, "The Guru Guide to the Knowledge Economy", New York: Wiley, 2001. In 1999, he was track chairman of the Council of Logistics Management track "Process Redesign in Logistics".

Current research and teaching interests are in supply chain management, customer responsive management, international logistics and strategic sourcing.

Research areas have included:

1. Development of a strategy for applying best commercial practice to the Defense Logistics Agency operations
2. Development of a Knowledge Management system for delivery of an academic program
3. Information Systems to support the interaction between sales person and customer throughout the organization
4. Customer Responsive Management
5. Management use of I-CASE tools for defining Information Needs

6. Service response logistics principles
7. The development of purchasing methods using collaborative networks
8. Knowledge Management methods for helping managers visualize business process redesign options <http://bus.utk.edu/DLA/default.html>
9. The intercity bus industry
10. Private demand-responsive taxi operations
11. "Ridesharing" as an urban transportation strategy
12. The "brokerage" approach to coordinating public transportation
13. Regulatory and insurance barriers to increased transportation efficiency
14. Risk management programs for human service transportation
15. Driver selection and training strategies for human service transportation

Professional Organizations

He has served on the following professional organizations:

1. Co-founder and Executive Director of the Flat Glass Logistics Council, a standards committee organized to implement safety and supply chain concepts to the distribution of flat glass. 2002 — Current.
2. Track Chair at June 3-7, 2001 "C. Warren Neel Conference on Data Mining, Knowledge Discovery and E-Business", Knoxville, Tennessee.
3. Track Chair at CLM Annual Conference in Toronto, Canada, 1999. Subject: Process Redesign in Logistics.
4. Track Chair at 1992 CLM Annual Conference in Washington, DC. Subject: Service Response Logistics.
5. Member American Marketing Association U.S. Census Advisory Committee, 1985-1988, Chairman 1987-1988. Reappointed 1988-1991.
6. Member of Research Advisory Committee for oversight of "Logistics in the Service Industries" sponsored by the Council of Logistics Management. 1990-91.
7. Advisor, Tidewater Transportation District Commission to direct a research project, which developed marketing research procedures necessary to manage and develop specialized services for different market segments. (1983-1989)
8. Advisor to Urban Mass Transportation Administration on developing a solution to the public transportation insurance problem 1985-1986.
9. Advisor, Johnson Space and Environmental Center, University of Alabama at Huntsville (1983-1984)
10. Office of Technology Assessment Advisory Panel, "The Role of the Automobile through 1985 and Beyond"
11. National Cooperative Transit Research Program Advisory Panel 40-2, "Estimating Incremental Costs of Bus Route Service Changes" (1983-1985)

12. Delegate to the Dumbarton Oaks Symposium in Washington, D.C., on the "Dynamics of Energy Efficiency," October 17-18, 1979
13. National Cooperative Highway Research Program Advisory Panel 8-16, "Public Transportation Evaluation and Service Standards"
14. American Association for the Advancement of Science planning group for Workshop on National Transportation Needs
15. American Academy of Science Transportation Research Board Committees:
 - A1E02 Transit Planning and Development, Member
 - Transportation Goals and Service Standards, Subcommittee Chairman
 - AI E02 (4) Transit Management subcommittee, Member
 - A1E04 Urban Transport Service Planning and Development (Paratransit)
 - Planning Committee for 1977 annual demand responsive conference
16. Board Member, Vice President, Co-Founder, Member of Executive Committee, Chairman of Insurance Committee of the National Association of Vanpool Operators.
17. Past President and Co-Founder of Overcoming Mobility Barriers International
18. Knoxville Transit Authority Board (1974-1978)
19. The University of Tennessee Energy Conservation Committee, Chairman
20. Tennessee Department of Transportation Panel on Public Transportation Evaluation
21. Tennessee State Energy Office Advisory Panel
22. Member, National Ridesharing Task Force Insurance Committee

National Awards

- ✓ 1. Association of American Geographers Applied Geography Citation Award in recognition of geographical excellence for Analysis of the Defense Distribution Center Supply Chain research project. Award given at 98th Annual Meeting on March 23, 2002 in Los Angeles, California. (With Dr. Gary Dicer, Dr. Glenn Harrison, Robert Russell)
2. Appointed Alma and Hal Reagan Scholar at the University of Tennessee 1993 -1995.
3. E. Grosvenor Plowman award for outstanding paper at 21st annual Transportation Logistics Educators Conference in New Orleans. (with Karl Manrodt), 1991.
4. First individual cited and given Urban Mass Transportation Administration's highest award for "outstanding leadership in advancing urban public transportation in the public interest" received concurrently with the City of Knoxville and The University of Tennessee. Presented October 10, 1977, in Atlanta at American Public Transit Meeting.
5. Received The University of Tennessee National Alumni special award for research in Transportation, 1977.

Societies

1. American Marketing Association
2. Council of Logistics Management now Council of Supply Chain Management Professionals
3. Phi Kappa Phi
4. Beta Gamma Sigma
5. American Society of Traffic and Transportation
6. National Academy of Science's Transportation Research Board
7. National Council for the Transportation Disadvantaged
8. National Association of Vanpool Operators (founder)
9. Overcoming Mobility Barriers, International

Doctoral Dissertations Chaired

1. "Prerequisites for and Impediments to Success in Logistics Reengineering Projects", Ken Preissler, University of Tennessee, 2000.
2. "Logistics End-Users Experiences and Satisfaction with Information Systems Development Utilizing an Integrated-Computer Aided Software Engineering Tool", Kevin Fitzgerald, University of Tennessee, 1995.
3. "The Application of a Composite Model of Organizational Buying Decisions to the Study of Transportation Purchasing", Melvin R. Mattson, University of Tennessee, 1987. Winner of National Association of Purchasing Management dissertation award of \$3500.
4. "Analysis of the Impact of Freight Consolidation in Inbound Logistics", Prabir K. Bagchi, University of Tennessee, 1986.
5. "The Design, Organization, and Methods of Strategic Information Systems: A Study of the Motor Carrier Industry", Steven A. LeMay, University of Tennessee, 1985.
6. "Labor in a Subsidized Environment: Mass Transit as a Case Study", Robert A. Ellison, University of Tennessee, 1982.

Doctoral Dissertation Committees

1. Maria Melendez, "The Logistics and Transportation Problems of Latin American Integration Efforts: The Andean Pact, A Case Study", Logistics, University of Tennessee, 2001.
2. Marianne Bradford, "The implementation of enterprise resource planning : an innovation diffusion approach", Accounting, Information Systems, University of Tennessee, 2001.
3. Dong Woo Ha, "Capacity Management in the Container Shipping Industry: The Application of Yield Management Techniques", Logistics, 1994.
4. Karl Manrodt, "Service response logistics : a case study of financial, health care, and contract logistics organizations", Logistics, University of Tennessee, 1993

5. Linda Marek, "Needs of adult university students as related to adult life stages", Education, University of Tennessee, 1984
6. Roger Peterson, "Maritime Oil Tanker Casualties (1964-1977): An Analysis of Safety and Policy Issues", Transportation, University of Tennessee, 1980.
7. Omar B. Edrees, "Attitudes of U.S. International Airlines Towards the U.S. International Air Transport Policy As Reflected by the Various Bilateral Agreements, and the Possible Implications", Logistics, University of Tennessee, 1980.
8. Larry Cunningham, "Diversification as an Alternative Growth Strategy for the Airline Industry", Transportation, University of Tennessee, 1980.
9. Ken Williamson, "The state role in the development of scheduled passenger air service to small communities", Transportation, University of Tennessee, 1979.
10. Richard T. Symons, "An analysis of the regulating environment of selected cities to determine impeding factors for para-transit forms", Transportation, University of Tennessee, 1977.
11. Mohamed A. Ghani, Foodservice and Lodging Administration, University of Tennessee
12. Henry Vanderleest, "The role of the port of Indiana in the export of Indiana manufactured products to overseas markets", Geography, University of Tennessee, 1977

Master's Committees

1. David Gage, "Systematic and Comprehensive Engineering Economic Analysis Model", Civil Engineering, University of Tennessee, 2000
2. Glenn Fuller, Engineering Administration, University of Tennessee
3. R. L. Koger, Industrial Engineering, University of Tennessee
4. Doug Kocher, "The effects of employee work place-residence separation and carpooling on absenteeism in selected Knoxville industries ", Geography, University of Tennessee, 1976.
5. Telefair Brook, "An analysis of an urban jitney system in Chattanooga, Tennessee", Planning, University of Tennessee, 1976.
6. Doug Roberts, Engineering Administration, University of Tennessee

Funded Research Projects

1. Investigator on Defense Logistics Agency Study "Analysis of Defense Distribution Center Supply Chain (\$900,000) 1999 – 2001.
2. Principle Investigator of CSX Grant to develop a Knowledge Management Curriculum at UT. (\$7,500), 2000.
3. Principle Investigator of CSX Grant to determine if the development of Enterprise Resource Planning (ERP) applications changes industry expectations of L& T majors (\$5,000), 1997.

4. Investigator on National Science Foundation Grant to study "Customer Value Driven Quality: Associated Information Systems and Cultural Change" (\$397,265) 1995 – 1996.
5. Principal Investigator of a two-year study to determine the effect of transportation and logistics costs on the chemical industry in the State of Michigan 1968 – 1969.

Modal Research

1. Investigator of a National Cooperative Highway Research Program Project 8-16, "Public Transportation Evaluation and Service Standards," sponsored by the American Association of State Highway and Transportation Officials. (\$489,952)
2. Associate Director of Urban Mass Transportation Administration-sponsored study of two innovative shared-ride taxi systems in Hicksville, New York, and Davenport, Iowa. (\$128,790)
3. Principal Investigator of a Tennessee Department of Transportation study to determine the role of inter-city bus operations in Tennessee, and to recommend state policy towards intercity buses, 1973.
4. Principal Investigator for a statewide inventory of intercity bus operations in Tennessee. (\$95,240), 1972.
5. Principal Investigator of a detailed study of the bus transit system at Michigan State University, 1970.

Contracting For Services

1. Principal Investigator for an Urban Mass Transportation Administration project on Evaluating the Impact of Organizational Structure and Procurement Procedures on the cost and Delivery Effectiveness of Privatized Services." (\$92,000)

Ridesharing Research

1. Advisor, development of a microcomputer ridesharing application for Huntsville, Alabama
2. Principal Investigator of a U.S. Department of Transportation project to develop a strategy for implementing successful ridesharing projects in urban areas. (\$176,318)
3. Project Director of a ridesharing implementation project in Knoxville, Tennessee. (\$99,141)
4. Project Director of a ridesharing implementation project for the City of Chattanooga. (\$104,861)

Brokerage Research

1. Project Director of a Martin-Marietta Oak Ridge National Laboratory study entitled "An Analysis of the Ridesharing Insurance problems of 1985 and 1986 using Van Pools as a Case Study" May 1, 1985 to August 30, 1986. (\$60,000).
2. Project Director of an Urban Mass Transportation Administration funded project to implement a public transportation brokerage service in Knoxville, Tennessee, and the surrounding community areas. (\$997,759)

3. Project Director of a Department of Energy study of vanpooling institutional issues. (\$9,987)
4. Project Director of a Department of Energy study to resolve the insurance problems facing vanpools. (\$9,879)

Human Service Transportation Research

1. Project Director of a Department of Health, Education and Welfare research project to develop a driver selection and training program for new forms of governmental and charitable transportation. In addition, the contract provides technical support required by the National Governors' Association, Insurance Services Office, National Association of Insurance Commissions and others to reexamine state laws, insurance programs, and claim adjusting procedures to resolve the current insurance dilemma facing new forms of transportation. (\$188,755)
2. Project Director of a Department of Transportation study to resolve insurance problems facing social service agencies, charities, and volunteers. (\$328,439)
3. Project Director of a Department of Health and Human Services project to develop a strategic plan for providing State of the Art Transportation Training for Human Service Agencies. (\$116,000)

Brokerage Dissemination

1. Principal Investigator for an Urban Mass Transportation Administration project to conduct a series of nationwide seminars on transportation brokerage.
2. Transportation Strategic Policy
3. Principal Investigator to develop a strategic public transportation plan for the City of Huntsville, Alabama. March 1988 to April 1989. (\$40,000)

Consulting Experience

1. DLA Office of Operations Research and Resource Analysis conducted training on SCM concepts and Information Management concepts needed to support SCM.
2. Battelle, Participate in a panel to brainstorm Supply Chain Management Issues that should be addressed by the Department of Defense
3. White House organized and participated in the White House workshop on insurance issues facing human service agencies.
4. Telephone & Data Services, Knoxville, Tn., developed inventory control information system for use by local telephone exchanges.
5. Heritage Log Homes, Gatlinburg, Tn, designed and implemented microcomputer information system including order entry, materials requirement planning, telemarketing, marketing analysis, UPS rating, etc.
6. Park West Hospital, Knoxville, Tn, Certificate of Need Response to application for Fort Saunders Hospital
7. White House, assisted in planning and organizing the National Ridesharing Task Force.

8. Knoxville Zoological Park, Knoxville, Tn., developed the computerized species survival program and studbook for the Asian Lions.
9. U.S. Post Office, performed distribution analysis of mail flow through Oakland, California, regional distribution center.
10. Alan M. Voorhees and Associates, Inc., writing of car/bus pool manual for Federal Highway Administration nationwide seminars. Chattanooga Glass Company, developed demand forecasting program for production and inventory control.
11. University of Alabama, Conducted Seminars on "Public Transportation Marketing" in Birmingham and Montgomery to transportation Operators in State of Alabama.
12. City of Knoxville, Tennessee, formation of local transportation policy including rewriting of taxi ordinances, and evaluation of existing transit authority organization.
13. Oak Ridge National Labs, formation of commuter transportation programs.
14. City of Los Angeles, conducted seminar on development of public transportation planning programs based on the Brokerage Approach.
15. Grey Advertising, development of a national vanpool-marketing program.
16. Michigan Department of Highways and Transportation, conducted seminar on ridesharing for local transit authority board and planning officials.
17. University of Washington, guest lecturer on public transportation alternatives.
18. Hensley-Schmidt, Inc., development of public transportation program for Gwinnett County, Georgia.
19. Alan M. Voorhees and Associates, Inc., study of paratransit alternatives.
20. Radnor, Inc., expert witness before Georgia Public Service Commission.
21. Economic Development Institute of the World Bank, taught course in Urban Transportation.
22. N.D. Lea and Associates, Oakville, Ontario, Canada, development of a program for implementing the brokerage concept in Canada.
23. Alan M. Voorhees & Associates, review panel for study of Transportation Systems Management Institutions and Planning.
24. Peat Marwick Mitchell, Investigator on National Cooperative Highway Research Program intercity bus projects.
25. Applied Ridesharing Technology, Inc., author of Ridesharing Management Handbook for Federal Employees.
26. Applied Ridesharing Technology, Inc., conducted training seminars for Federal Employee Transportation Coordinators.
27. Applied Ridesharing Technology, Inc., prepared organizational strategy and marketing plan for Compool in Richmond, Virginia.
28. Knox Tours, expert witness before Tennessee Public Service Commission.

29. Ben Franklin Transit Authority, Pasco, Washington, expert witness in condemnation proceedings.
30. Atlantic County Transportation Authority (New Jersey), review of strategic management plan.

Past Employment

1. U.S. Department of Transportation, Office of Policy and Plans Development, examined impact of proposed national land use policy on transportation, assisted in planning and organizing the first four transportation consumer hearings conducted by the U.S. Department of Transportation Office of Consumer Affairs, Summer 1971.
2. Honeywell EDP, Boston, Massachusetts, and Salt Lake City Sales Office, designed and directed the implementation of management information systems, 1963-1966.
3. Brenco, Inc., Petersburg, Virginia, plant engineer for plant making roller bearings for rail cars, 1962-1963.
4. Greenville County High School, Emporia, Virginia, taught biology, chemistry and physics, 1961-1962.

List of Publications

Books

1. "Developing a Privatization Strategy Using Competitive Bidding, Cooperative Partnerships, and Networks", Contracting Out Government Services, Paul Seidenstat ed., Westport: Praeger, 1999.
2. Customer Responsive Management: The Flexible Advantage, Boston: Blackwell, 1996. (with Karl Manrodt). Second printing 1999.
3. "Public Transportation Marketing," Public Transportation, Second Edition, George Gray and Lester Hoel, eds., Englewood Cliffs: Prentice-Hall, Inc., 1991 (with Ray A. Mundy).
4. "Public Transportation Marketing," Public Transportation: Planning, Operations, and Management, George Gray and Lester Hoel, eds., Englewood Cliffs: Prentice-Hall, Inc., 1979 (with Ray A. Mundy).

Articles

1. "Working Toward Best Practices", Glass Magazine, Vol 54 No. 8, August 2004 (with Christine Greer, Kevin Crabbe, Mike Card and Michael Weiss).
"Polish up the Supply Chain", Glass Magazine, March 2004, pp. 76-85. (with F. M. Hagan, Luis Zertuche and Michael Weiss)
3. "The Six Degrees of Supply Chain Response Ability" with Vivek Kale, in process.
- ✓ 4. "Transitioning to Supply Chain Management," Logistics Spectrum, Vol. 36 Issue 1, Jan – Mar 2002, pp. 13 – 19. (with Gary Dicer and Glen Harrison)
5. "Managing For Flexibility and Responsiveness," Tennessee Survey of Business, Summer/Fall 1993, pp. 22-27.

6. "The Evolution to Service Response Logistics," *International Journal of Physical Distribution and Logistics Management*, Vol. 22 No. 9, 1992, pp. 3-10 (with Karl Manrodt).
7. "Teaching Service Response Logistics," *Journal of Business Logistics*, Vol. 13, No. 2, 1992, pp. 199-229. Invited article as winner of the Grosvenor Plowman Award,. (with Karl Manrodt)
8. "Service Logistics: An Introduction," *Information systems and Quantitative Techniques in Logistics Management*, Prabir K. Bagchi, editor, Special Issue, *International Journal of Physical Distribution and Logistics Management*, Vol 21 No. 7. 1991, pp. 2-13. (with Karl Manrodt)
9. "New Census Data Allows Customized Analysis," *East Tennessee Business Journal*, October 3, 1988, pp. 10-11.
10. "Census Bureau's Data File May Widen Marketing Scope", *Journal of Commerce*, June 23, 1988.
11. "Census Bureau to Make Data Available on CD-ROM," *Marketing News*, August 29, 1988, Vol. 22, No. 18. P. 6, 16.
12. "New Format Likely to Spur Use of Census Information", *Journal of Commerce*, June 22, 1988.
13. "Some Insights Into Inbound Freight Consolidation", *Application of New Technologies, Methods and Approaches to Logistics*, James R. Stock, editor, Special Issue, *International Journal of Physical Distribution and Materials Management*, Vol. 18, No 6. 1988, pp. 27-33. With Prabir Bagchi (University of Toledo).
14. "Privatization Is More than Contracting Out", *Transportation Systems Planning and Management*, *Transportation Research Record #1156*, Washington, D.C.: National Academy of Sciences Transportation Research Board, 1988 (with W. David Smith and William J. Hewa), pp. 66-72.
15. "Human Service Transportation and the Insurance Crisis", *Specialized Transportation Planning and Practice*, 1988, Vol. 3, pp. 49-65. with William D. Gunther (University of Alabama)
16. "Have We Defined Services As An Intangible Good to Find A Use For Existing Marketing Tools?" *Integrating for Competitive Advantage*, Edited by: John A. Czepiel, Carole A. Congram and James Shanahan, Chicago: American Marketing Association, 1987, pp. 39-44. (With James R. McMillan)
17. "The Effect of Transportation Deregulation on the Role of Procurement" *Capital Ideas Proceedings 70th Annual International Purchasing Conference*. 1985. (with Mel Mattson)
18. "Broadening the Marketing Paradigm: Services Marketing" *Creativity in Services Marketing: What's New, What Works, What's Developing*, Edited by: M Venkatesan, Diane M. Schmalensee and Claudia Marshall, Chicago: American Marketing Association, 1986, pp. 14-18. (with Melvin R. Mattson, Marley H. Davis, and Steve LeMay)

19. "Reevaluating Public Transportation Procurement" *Transitions* Summer 1984
20. "Logistics: A Logical Solution" *Rural America* vol. 8, no. 4 July-August 1983.
21. "Human Service Transportation at the Crossroads," *Issues in the Provision of Transportation Services for the Elderly and the Handicapped*, Transportation Research Record # 850 Washington, D.C.: National Academy of Sciences Transportation Research Board, 1982, (with Lawrence F. Cunningham, David A. Burkhalter, and Steve LeMay), pp. 1-7.
22. "Developing a Body of Ridesharing Law-A First Step to Privatizing Transportation," accepted for publication by National Academy of Sciences Transportation Research Board (with David A. Burkhalter and Steve A. Lemay).
23. "Driver Selection and Training for Human Service Agencies", *Bus Planning and Operations*, Transportation Research Record #798, Washington, D.C.: National Academy of Sciences Transportation Research Board, 1981 (with Lawrence F. Cunningham and David A. Matthews), pp. 65-71.
24. "Coordinating Transportation: The Logistics Solution," *Transit Planning and Management*, Transportation Research Record #797, Washington, D.C.: National Academy of Sciences Transportation Research Board, 1981 (with Lawrence F. Cunningham, James H. Foggin, Timothy Cleary and David Matthews), pp. 66-72.
25. "Legal and Institutional Considerations in Paratransit Innovation," *Urban Transport Service Innovation*, Special Report #184. Washington, D.C.: National Academy of Sciences Transportation Research Board, 1979, pp.71-77, (with David A. Burkhalter).
26. "The Transportation Manager: An Evolving Concept," *Public Transportation Planning and Development*, Transportation Research Record #735, Washington, D.C.: National Academy of Sciences Transportation Research Board, 1979 (with Lawrence F. Cunningham), pp. 7-12.
27. "Regulatory Barriers to Innovation and the Knoxville Experience," *Urban Transportation Economics*, Special Report #181. Washington, D.C.: National Academy of Sciences Transportation Research Board, 1978, 129-133.
28. "Vanpooling Liability and Insurance Issues," *CPCU Journal*, Volume 32, No. 4, 1979, p. 190 (with William W. Dotterweich and David A. Burkhalter).
29. "The Answer to a Transit Operator's Prayer—Paratransit," *Taxicab Management*, 1979, pp. 5-21.
30. "Will the Reaction of Automobile Transportation Systems to the Energy Crisis be Technological or Institutional?" *Transportation Engineering*, 1978. pp. 26-51. Accepted for reprint by University of Michigan (with Lawrence F. Cunningham).
31. "Urgent Need for Paratransit Statement," *Taxicab Management*, No. 5, 26 (May 1978): 12.
32. "A Summary of Organizational and Environmental Review of Two Privately Owned, Shared Taxi Systems," *Transit Planning*, Transportation Research Record #511, Washington, D.C.: National Academy of Sciences Transportation Research Board,

- 1976 (with Kenneth W. Heathington, Roger W. Alford, David P. Middendorf, and Richard T. Symons).
33. "A Comparison of Privately and Publicly-Owned Demand-Responsive Dial-A-Ride Systems," *Transit Planning, Transportation Research Record #559*, Washington, D.C.: National Academy of Sciences Transportation Research Board, 1976 (with Kenneth W. Heathington, Roger W. Alford, David P. Middendorf, and Richard T. Symons).
 34. "Vanpooling: An Innovative, Grass Roots Solution to Commuter Transportation", *Best's Review: Property/Casualty Insurance Edition*, 1977 (with William W. Dotterweich).
 35. *Local Participation: The Key to Preserving Adequate Railroad Service*, Michigan State University Business Topics, Michigan State University: Winter 1976.
 36. "A Major Activity Center Mass Transit System—Views of Its 'Raison d'etre'," *Transit Planning and Development, Highway Research Record Number 449*, Washington: National Academy of Sciences Highway Research Board, 1973, pp. 34-44.
 37. "An Example of Demand-Responsive Transportation Systems in the Private Sector," *New Transportation Systems, Transportation Research Record #522*, Washington, D.C.: National Academy of Sciences Highway Research Board, 1974 (with Kenneth W. Heathington, James D. Brogan, and David P. Middendorf).
 38. *Commentary: Public Transit*, "Tennessee Survey of Business, No. 1, 10 (1974): 13.
 39. *Will Evolving National Issues Create a Rail Renaissance?* MSU Business Topics, Winter 1973. Reprinted in Johnson, James C., *Readings in Contemporary Physical Distribution*, The Commerce Press, 1974 (with Edwin P. Patton).
 40. *Demand-Responsive Transportation Systems in the Private Sector* "New Transportation Systems, Transportation Research Record #522, Washington, D.C.: National Academy of Sciences Transportation Research Board, 1974 (with Kenneth W. Heathington, David Middendorf and James D. Brogan).pp. 47-55.
 41. *Effective Transit Policy Making at the Local Level*, "Research Needs for Evaluating Urban Public Transportation), Special Report Number 155, Washington, D.C.: National Academy of Sciences Transportation Research Board, 1974, pp. 3-13.
 42. "Owner Set Property Tax," *Tennessee Survey of Business* August, No. 12, 7 1972: 11. (Editorial Comment: *Knoxville Journal*, August 24, 1972, p. 4.) Reprinted in *Financing State and Local Government: Selected Articles Reprinted from Tennessee Survey of Business, 1969-1972*. Knoxville: The University of Tennessee Center for Business and Economic Research, 1973, p. 15.
 43. *Logistics Education at The University of Tennessee*, "In the Logistics Spectrum, pp. 17-29. Edited by John Grabner. Columbus: Ohio State University, 1973. Excerpts as "Majors in Both Logistics and Transportation," *Traffic Management*, September 1973, p. 69.
 44. *Commentary: Transportation Flexibility*, "Tennessee Survey of Business, No. 4, 8 (1973): 12.

45. "Michigan Transportation Disadvantages: Impact on the Chemical Industry," Michigan State Economic Record, XI, 1969 (with Frank H. Mossman).

Testimony

1. Testimony, Mobility for Americans in an Era of Increasing Energy, Environmental and Financial Constraints, Hearings before the Subcommittee on Oversight and Review of the House Committee on Public Works and Transportation. Ninety-sixth Congress. Washington, D.C.: U.S. Government Printing Office, 1980, pp. 111-152.
2. Testimony, Hearings before Government Activities and Transportation Subcommittee of the House Government Operations Committee, 95th Congress, June 8, 1977.
3. Testimony, Highway/Transit Proposals, Hearings before the Subcommittee on Surface Transportation of the Committee on Public Works and Transportation, House of Representatives, Ninety-fifth Congress. Washington, D.C.: U.S. Government Printing Office, 1977, pp. 296-326.

Proceedings

1. "Application of Commercial Supply Chain Practices to the Operations of the U.S. Defense Logistics Agency: Lessons for the Department of Defense and Other Government Agencies?" 2003 International Applied Business Research Conference. (with Gary Dicer)
2. "Community Service in the Logistics Classroom: Second Harvest Food Bank", Proceedings of the CLM Educator's Conference, September 29, 2002, (with Marc E. Ruzicka).
3. Presented kick off presentation on "Using SAP in an MBA Curriculum" at SAP Curriculum Congress in San Diego, Feb 19, 2001.
4. "Information Management and Business Curriculum Redesign, " RedefiningLogistics.com, 2000 Annual Conference Proceedings, Columbus: Transportation and Logistics Research Fund, The Ohio State University, 2000, pp. 96-120. (With Hamparsum Bozdogan) <http://www.redefininglogistics.com/default.asp>
5. "Service Response Logistics: Rethinking the Concept of Logistics," 1993 Annual Conference Proceedings, Oak Brook, IL. Council of Logistics Management, 1994, pp. 413-432. (with Brian Gibson)
6. "Responsiveness: Redefining Logistics Management for the 1990s and Beyond" Current Topics in Logistics Education and Research, Columbus: Transportation and Logistics Research Fund, The Ohio State University, 1993, pp. 1 - 19.
7. "Principals of Service Response Logistics" 1991 Annual Conference Proceedings, Oak Brook, IL. Council of Logistics Management, 1992, Vol I. pp. 337- 355. (with Karl Manrodt)
8. "Service Logistics: An Introduction", 1990 Annual Conference Proceedings, Oak Brook, IL: Council of Logistics Management, 1991, Vol II. pp. 67-91. (with Karl Manrodt)

9. "Teaching Service Response Logistics," Towards the Integration of the Logistics Pipeline, Columbus: Transportation and Logistics Research Fund, The Ohio State University, 1991, pp. 47-77. Recipient of 1991 Grosvenor Plowman Award. (with Karl Manrodt)
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