

Lance W. Saunders
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Academic Positions

2017 – Present	University of Tennessee Assistant Professor Department of Marketing and Supply Chain Management Knoxville, Tennessee, USA
2014 – 2017	Virginia Commonwealth University Assistant Professor Department of Supply Chain Management and Analytics Richmond, Virginia, USA
2013 – 2014	University of Tennessee Visiting Assistant Professor Department of Marketing and Supply Chain Management Knoxville, Tennessee, USA
2008 – 2013	Virginia Tech Graduate Research Assistant Department of Industrial and Systems Engineering Blacksburg, Virginia, USA
2001 – 2003	University of Tennessee Graduate Teaching Assistant Engineering Fundamentals Program Knoxville, Tennessee, USA

Education

PhD	Virginia Tech, 2013. Department of Industrial and Systems Engineering Area of Study: Management Systems Dissertation Title: Measuring Safety Attitude Differences in the Construction Supply Chain Dissertation Chair: Brian M. Kleiner
MS	University of Tennessee, 2003 Department of Industrial Engineering
MBA	University of Tennessee, 2003 Concentrations: New Product Development Integrated Value Chain Management
BS	University of Tennessee, 2001 Department of Industrial Engineering

RESEARCH

Published Intellectual Contributions

Refereed Journal Articles

Saunders, L. W., Tate, W. L., Zsidisin, G. A., & Miemczyk, J. (2017). The Influence of Network Exchange Brokers on Sustainable Initiatives in Organizational Networks. *Journal of Business Ethics*, 1-20. doi:10.1007/s10551-017-3436-3

Saunders, L. W., Kleiner, B. M., McCoy, A. P., Ellis, K. P., Smith-Jackson, T., & Wernz, C. (2017). Developing an inter-organizational safety climate instrument for the construction industry. *Safety Science*, 98, 17-24.

Zsidisin, G. A., Petkova, B., **Saunders, L. W.**, & Bisseling, M. (2016). Identifying and managing supply quality risk. *International Journal of Logistics Management*, 27(3). <http://dx.doi.org/10.1108/IJLM-02-2015-0043>.

Saunders, L. W., McCoy, A. P., Kleiner, B. M., Lingard, H., Cooke, T., Mills, T., Blismas, N., Wakefield, R. (2016). International benchmarking for performance improvement in construction safety and health. *Benchmarking: An International Journal*, 23(4), 916-936.

Zsidisin, G. A., Janet L. Hartley, J.L., Bernardes, E.S., **Saunders, L.W.** (2015). Examining Supply Market Scanning and Internal Communication Climate as Facilitators of Supply Chain Integration. *Supply Chain Management: An International Journal*, 20, 549-560.

Saunders, L. W., Kleiner, B.M., McCoy, A.P, Lingard, H., Mills, T., Blismas, N., Wakefield, R. (2015). The Effect of Early Supplier Engagement on Social Sustainability Outcomes in Project-Based Supply Chains. *Journal of Purchasing and Supply Management*, 21(4), 285-295.

Lingard, H., **Saunders, L. W.**, Pirzadeh, P., Blismas, N., Kleiner, B., Wakefield, R. (2015). The relationship between pre-construction decision-making and the effectiveness of risk control: Testing the time-safety influence curve. *Engineering, Construction and Architectural Management*, 22, 108-124.

Saunders, L. W., Bell, J. E., Sawhney, R. (2015). The Use of Common Carriers to Control Internal Capacity: A Survey of the Industry. *Transportation Journal*, 54, 122-135.

P Ellis, K., D., Sherali, H., **Saunders, L. W.**, Shao, S., Crawford, C. (2014). Bulk tank allocation to improve distribution planning for the industrial gas industry. *IIE Transactions*, 6, 557-566. *Winner – 2015 Best Application Paper in IIE Transactions: Scheduling and Logistics*

McCoy, A.P., **Saunders, L.W.**, Kleiner, B.M., Blismas, N. (2011). Application of Safety Project Interview Data to a Cyclical Research Model of Translation. *International Journal of Construction Education and Research* 8(4), 260-280.

Refereed Journal Publications Under Review

Saunders, L.W., Merrick, J., Holcomb, M. Supply Chain Agility: Does Lead Time Matter?. *Journal of Operations Management*, Status: Revise and Resubmit 08/26/16.

Manuscripts and Research in Progress

Saunders, L.W. and Tate, W.L. Sustainable Organizational Climate (Draft Completed). Target Journal: *Journal of Cleaner Production*, Expected Submission Date: August 2017.

Saunders, L.W., Brooks, J.P., Merrick, J. The duality between government utility and the implementation of sustainable initiatives by industry (Draft Complete). Target Journal: *Production and Operations Management*, Expected Submission Date: July 2017.

Varzaneh, M., **Saunders, L.W.**, Bell, J.E., Sawhney, R., Han, Z. An Improved Modeling Approach for Transportation Carrier Assignment and Routing (In Progress). Target Journal: *Transportation Science or European Journal of Operations Research*. Expected Submission Date: October 2017.

Smith, J.S., Mackey, J., **Saunders, L.W.**, Stolze, H. The impact of sustainable dynamic capabilities on sustainable performance (In Progress). Target Journal: *Journal of Operations Management*, Expected Submission Date: September 2017.

Saunders, L.W., Merrick, J., Holcomb, M. Supply Chain Agility: Does Product Design Matter? (In Progress). Target Journal: *Journal of Supply Chain Management*, Expected Submission Date: December 2017.

Saunders, L.W., Merrick, J., Tate, W.L., Kirchoff, J., and Ellram, L.M. Funded research project with Ford Motor Company to collect social network data regarding short sea shipping sustainability initiative to reduce carbon footprint. To begin data collection Fall 2017.

Managerial Publications

Stank, T.P., **Saunders, L.W.**, Burnette, M., Autry, C.W. (2017). Boosting Your Margin Growth Through Supply Chain-Enabled Platform Life Cycle Management. *Supply Chain Quarterly*. Accepted for publication in 2017 Quarter 1 Edition

Saunders, L.W. (2015). Collaborating to Address the Transportation Network Gap. *Ryder Exchange*. <http://blog.ryder.com/2015/10/collaborating-to-address-the-transportation-network-gap/>

Contributions to Edited Volumes

Saunders, L. W., Tate, W. L., Miemczyk, J., & Zsidisin, G. A. (2016). A network perspective on the TBL in global supply chains. *Implementing Triple Bottom Line Sustainability into Global Supply Chains*, 373. Greenleaf Publishing.

Zsidisin, G. A., **Saunders, L. W.**, Miemczyk, J. (2015). Promoting Sustainability in Emerging and Frontier Regions: Are We Constrained by our Past? *Research in Decision Sciences Selected Contributions from the Sixth Conference of the European Decision Sciences Institute*. Pearson.

Conference Proceedings – Refereed

- Miemczyk, J., **Saunders, L. W.**, Zsidosin, G. A., L. Tate, W. (2015). Developing Socially-Responsible Supply Chains in Emerging Regions: Insights from Social Network Theory. *International Purchasing and Supply Education and Research Association*.
- Wakefield, Ron, Lingard, H. Blismas, N. Pirzadeh, P., Kleiner, B.M., Mills, T., McCoy, A.P. and **Saunders, L.W.** (2015). Construction Hazard Prevention: The Need to Integrate Process Knowledge into Product Design. *Achieving Sustainable Construction Health and Safety*
- Saunders, L.W.**, Kleiner, B.M., Smith-Jackson, T., McCoy, A.P., Ellis, K.P., Wernz, C., (2012). Development of a Safety Climate Instrument for the Construction Supply Chain. *Proceedings of the 2012 Industrial and Systems Engineering Research Conference*
- Saunders, L.W.**, Kleiner, B.M., McCoy, A.P., Mill, T.Cooke, T., Linguard, H., Blismas, N., and Wakefield, R, (2012). Identifying Safety Critical Decision Points in the Construction Project Lifecycle. *Proceedings of the 2012 Industrial and Systems Engineering Research Conference*
- Saunders, L.W.**, McCoy, A.P., Kleiner, B.M., Mills, T., Cooke, T. (2011) How Do Project Manager's View Construction Safety in Australia Versus the United States?. *Proceedings of CIB W099: International Council for Research and Innovation in Building and Construction*
- Saunders, L.W.**, Kleiner, B.M., Mills, T., McCoy, A.P., Linguard, H., Blismas, N., and Wakefield, R. (2011). Safety Decision Points in the Construction Supply Chain. *Proceedings of the 2011 Industrial Engineering Research Conference*
- Grove, K., **Saunders, L.W.** and Wernz, C.R., (2010). Quantifying Stakeholder Objectives for Project Decision Analysis. *Proceedings of the 2010 Industrial Engineering Research Conference*

Grants/Scholarship

In-Progress

- Afton Chemical - \$50,000 (January 1, 2017 – October 31, 2017). Co-PI
Ford Motor Company - \$35,000 recurring for 3 years (January 1, 2017 – December 31, 2019).
Co-PI

Completed

- Afton Chemical - \$40,000.00 (January 1, 2016 - May 31, 2016). Co-PI
Ryder Logistics - \$60,000 (January 1, 2014 – May 31, 2016). Co-PI
Volvo Logistics - \$51,000 (January 1, 2012 – May 31, 2012). Lead Graduate Research Assistant and Project Manager
Air Liquide - \$156,000 (January 1, 2010 – December 31, 2011). Lead Graduate Research Assistant
National Institute of Safety and Health - \$999,180 (August 1, 2008 – July 31, 2013). Lead Graduate Research Assistant

Presentations Given

- Saunders, L.W.**, Merrick, J. R., Holcomb, M. "Customer Focused Agility: Does Lead Time Matter?". Decision Sciences Institute Conference Logistics Strategy and Risks Track. Accepted for presentation on November 19, 2016.
- Brooks, J. P., Merrick, J. R., **Saunders, L. W.**, Berdish, D. M., Richardson, D., Hall, V., Shrestha, N., "Fuel Additive Supply Chain Management Design". Afton Chemical Corporation, Richmond, Virginia, May 2016.
- Saunders, L. W.**, Merrick, J. R., Holcomb, M., Shields, J. "Customer-focused agility: Does supplier location matter?". University of Tennessee Supply Chain Forum, Knoxville, Tennessee, April 2016.
- Saunders, L. W.** (Author), Miemczyk, J. (Author & Presenter), Zsidisin, G. A. (Author & Presenter), "Sustainable Supply Chains in Emerging Regions: Impacts of Institutional Distance". 25th Annual International Purchasing and Supply Education and Research Association Conference (IPSEERA), Dortmund, Germany, March 21, 2016.
- Saunders, L.W.**, Merrick, J.R., Holcomb, M. "Using Simulation To Test Risk Contingency Strategies,". International Supply Chain Risk Management Network. Richmond, Virginia, October 13, 2015.
- Saunders, L. W.** (Author & Presenter), Miemczyk, J. (Author), Zsidisin, G. A. (Author & Presenter), "The Impact of Institutional Distance on Sustainable Practices in Multi-National Enterprise Supply Networks". Council of Supply Chain Management Professionals Educators Conference (CSCMP), San Diego, California, September 27, 2015.
- Miemczyk, J., **Saunders, L. W.**, Zsidisin, G. A., Tate, W.L. "Socially-Responsible Supply Chains in Emerging Regions: A Social Network View". 2nd EurOMA Sustainable Operations and SC Forum, June 26, 2015.
- Saunders, L. W.** (Author), Miemczyk, J. (Author & Presenter), Zsidisin, G. A. (Author & Presenter), "Linking Institutional Pressures and the Legitimacy of Sustainable Supply Chain Practices: An Emerging Economy Perspective". European Decision Sciences Institute Conference, Taormina, Italy, June 2, 2015.
- Saunders, L. W.**, Zsidisin, G. A., Miemczyk, J., L. Tate, W., "Developing Socially-Responsible Supply Chains in Emerging Regions: Insights from Social Network Theory". 24th Annual International Purchasing and Supply Education and Research Association Conference (IPSEERA), Amsterdam, Netherlands, March 30, 2015.
- Miemczyk, J. (Author & Presenter), **Saunders, L. W.** (Author), Tate, W. (Author), Zsidisin, G. A. (Author), "Socially-Responsible Supply Chains in Emerging Regions: A Social Network View". 2nd EurOMA Sustainable Operations and SC Forum, Barcelona, Spain. (March 22, 2015).
- Saunders, L.W.** "Creating Agility in the Supply Chain". VCU Demand Forecasting Summit. Richmond, Virginia, October 2014
- Saunders, L.W.**, Kleiner, B.M. "Development of a Safety Climate Instrument for the Construction Supply Chain". Industrial & Systems Engineering Research Conference. Orlando, Florida. May 2012
- Saunders, L.W.**, Kleiner, B.M. "Identifying Safety Critical Decision Points in the Construction Project Lifecycle". Industrial & Systems Engineering Research Conference. Orlando, Florida. May 2012

Saunders, L.W., Kleiner, B.M., McCoy, A.P. "How Do Project Manager's View Construction Safety in Australia Versus the United States?". CIB W099 International Conference on Health and Safety in Construction. Washington DC. August 2011

Saunders, L.W., Kleiner, B.M., McCoy, A.P. "From finger pointing to life-saving: A supply chain approach to construction occupational safety and health". College of Architecture and Urban Studies Symposium. Blacksburg, Virginia. February 2011

Other Presentations and Media

Saunders, L.W. "GE Amps Up Focus on Supply Chain Software Market". Interview for DC Velocity. Published September 9, 2016 at <http://www.dcvelocity.com/articles/20160909-ge-amps-up-focus-on-supply-chain-software-market/>

Saunders, L.W. "Is Incomplete Information Leading To An Unreliable Transportation Network?". Webinar for *Logistics Management*. August 10, 2015.

Saunders, L.W. "Demand/Supply Integration." Training workshop at DuPont Corporation, Richmond, Virginia, June 2015.

TEACHING

Virginia Commonwealth University

SCMA 320, Production and Operations Management, 1 course

SCMA 386, Introduction to Supply Chain Management, 5 courses

SCMA 675, MBA Operations Management, 3 courses

Executive Education

EMBA Operations Management – 10 sessions per graduating class

EMBA Project Management – 3 sessions per graduating class

MS-IS Project Management – 3 sessions per graduating class

University of Tennessee

SCM 421 – Global Strategic Sourcing, 3 courses

SCM 411 – Supply Chain Modeling and Analysis, 1 course

Virginia Tech

ISE 4005 – Project Management & System Design, advisor of 2 senior design teams

SERVICE

Department Service

Student Placement, Internship and Placement Coordinator, 2016 and 2017 academic years
Committee Member, Department Curriculum, 2017 academic year
Committee Member, Strategic Planning, 2017 academic year

College Service

Committee Member, Online MBA, 2016 academic year.
Committee Member, MBA Advisory, 2016 and 2017 academic years..

Professional Service

Officer (Treasurer), Council of Supply Chain Management Professionals Central Virginia Roundtable. (January 1, 2015 - Present).

Academic Profession Service

Ad-hoc Reviewer (2014 – Present):
Decision Sciences Journal
Journal of Purchasing and Supply Management
Supply Chain Management: An International Journal
Transportation Journal
International Journal of Logistics Management
IEEE Transactions of Engineering Management
Benchmarking: An International Journal

Conference Reviews
Reviewer, Decision Sciences Institute, 2016

Licensures and Certifications

Registered Professional Engineer (PE), 2006 - Present.
Industrial and Systems Engineering, Registered in State of Tennessee

Professional Memberships

Council of Supply Chain Management Professionals, 2013 - Present
Decision Sciences Institute, 2013 – Present
Institute of Supply Management, 2016 – Present
Institute of Industrial and Systems Engineers, 2009-2013

Business Experience

2008 – 2013	Knoxville Utilities Board Professional Consultant Procurement/Storeroom and Underground Construction Departments
2003 – 2008	Knoxville Utilities Board Business Management Analyst Business Processes, New Service, and Procurement/Storeroom Departments
2002	Milliken and Company Supply Chain Intern