

EDUCATION

Boston University, Graduate School of Management, Boston, MA **2004 – 2010**

Doctorate in Business Administration (DBA), Operations and Technology Management.

Elected to Beta Gamma Sigma. Awarded merit fellowship (2006-2007) & student service award (2007).

Dissertation

“Technical and Functional Quality: Empirical Studies of Provider and Customer Perceptions of Service Quality”.
Committee: Janelle Heineke (chair), J. Robb Dixon, Peter Arnold.

Teaching Capabilities

Extensive teaching experience in undergraduate, MBA, and executive level courses. Teach courses across the operations management curriculum including operations “core”, project management, service operations, operations strategy, and business statistics. Adept at both in-person and hybrid course delivery; experienced in short-term travel course delivery.

Research Capabilities

Primary research areas included empirical studies examining the design, characteristics, and management of operations systems with a focus on quality and innovation in service operations.

Simmons College, School of Management, Boston, MA **1997**

Masters in Business Administration (MBA), *with highest honors*. Deans’ Scholar.

Winner of the Trahey Prize for Excellence in Market Research.

Merrimack College, North Andover, MA **1991**

Bachelor of Science in Business Administration (BSBA), *cum laude*.

Elected to National Honor Society for Continuing Education students.

ACADEMIC EMPLOYMENT

Boston College, Chestnut Hill, MA **2011 – present**

Assistant Professor of the Practice, Operations Management, Carroll School of Management

Teaching responsibilities include both MBA and undergraduate level courses in Operations Management, Project Management, Operations Strategy, Business Statistics and Service Operations. Received consistently strong course ratings at BC.

Operations Strategy & Consulting. Taught required upper-level elective for the operations management concentration. Introduced ‘paper puppets’ simulation and other in-class exercises to increase student engagement and deepen learning. Partnered with Deloitte managers & analysts in executing semester-long consulting project exercise. Ratings: 4.24, 4.69.

MBA Operations Management. Developed & taught MBA level core course using cases, text, experiential exercises; introduced a service analysis project designed to increase students’ ability to apply theory into practice by completing a complete process review. Ratings: 3.88, 4.50.

Service Operations. Taught elective using cases, experiential exercises, and process review project. Rating: 4.56.

Undergraduate Project Management. Developed & taught undergraduate project management course using cases, readings, simulations, experiential exercises, and industry speakers; introduced a capstone project analysis project that required students to apply many of the PM tools studied in an integrative way using Microsoft Project as a decision support tool. Ratings: 4.32, 4.79.

MBA Project Management. Developed & taught MBA project management course required for concentration using cases, readings, simulations, experiential exercises, and industry speakers; introduced a project analysis project that required students to apply the various PM tools and methodologies studied in the course to a real world project as a case analysis. Ratings: 3.58, 4.24.

Undergraduate Operations Management. Taught core course using readings, cases, experiential exercises and a process analysis project. Rating: 4.42.

Business Statistics. Developed and taught core statistics course using discussion-based lecture, in-class labs, online homework, and various data analysis assignments. Reviewed and selected text adopted for all small-format sections; developed common syllabus, selected readings, created exercises, developed homework sets. Developed an integrative data analysis project that requires students to apply various statistical tools and techniques to a data set and present their findings to faculty and peers. Serve as course coordinator with other faculty teaching the statistics course, facilitating curriculum discussions, sharing of resources, and continued alignment across 16 sections and 4 faculty members. Ratings: 3.1, 3.3, 3.9, 4.2, 3.5, 3.7, 3.7, 3.9, 4.0, 4.1, 4.1, 3.5, 4.2, 4.1, 3.5, 4.4, 3.9, 4.1, 3.7, 3.9, 4.0, 4.3, 4.3.

MBA Project Management Seminar. Developed & delivered seminar to first year MBAs in support of the Diane Weiss Consulting projects, 2013 & 2015.

Executive Education. Developed and taught project management module for the Lynch Leadership Academy Summer Institute in 2012 & 2013. Received strong evaluations from both LLA team and participants, overall ratings 3.9/4; 4.3/5.

Assistant Department Chair, Operations Management, Carroll School of Management 2012 – present

Assistant Department Chair responsibilities include scheduling 16 full-time and 6-10 part-time faculty into 25 courses (78 unique teaching sections); working with the various CSOM program offices, university registrar, and student services office to plan and coordinate course offerings; analyzing OM course enrollments; forecasting course requirements and class sizes; and partnering with the department chair on various planning and management projects.

- Serve as second faculty evaluator of final projects for the Operations Strategy & Consulting course student projects in conjunction with the course professor and senior managers at Deloitte.
- Develop recommendations for course additions/changes/eliminations based on curriculum needs and enrollment trends for consideration & implementation by department chair and department faculty.
- Collaborated with department chair to revise operations management concentration course requirements and updated portfolio of courses offered by the department.
- Worked with deans and department chair to move statistics course from Arts & Sciences to Carroll School of Management; formulated various 'what if' scenarios considering class size, staffing needs, and teaching approach to support decision making.
- Manage department communications: created department information board to increase department visibility and highlight operations students' achievements; revised Operations Management concentration flyer; created Business Analytics concentration flyer; updated department web content.
- Managed the course renumbering project for Operations Management department: ensured alignment with other Carroll School departments and adherence to the university-wide numbering scheme.
- Support part-time faculty: mentored 2 new part-time faculty including syllabus development and in-class observations; provided ad hoc training to part-time faculty on using Blackboard and Canvas.

Simmons College, Boston, MA

2005 – 2011

Assistant Professor/Lecturer (2005 – 2009), School of Management

Teaching responsibilities included MBA and undergraduate level courses in Operations Management, Project Management, Quantitative Analysis, and undergraduate internship seminar. Received exceptional course ratings in all years at Simmons.

Operations Management & Decision Making. Developed & taught required undergraduate core operations management course. Consistently receive high course ratings: 4.4, 4.6, 4.5, 4.6, 4.2, 4.8, 4.8 and 4.8.

Technology & Operations Management. Taught MBA core course using cases, text, experiential exercises and service analysis project. Knowledge ratings increased on all learning objectives. Ratings: 3.7, 4.5, 3.9 and 4.9.

Quantitative Analysis. Revised existing MBA core course and taught as hybrid online/traditional class. Knowledge ratings increased on all learning objectives. Course ratings: 3.1, 3.6, and 4.8.

Internship. Managed internship program and taught seminar associated with internship; required for all undergraduate management students. Overall course ratings: 4.3, 4.4, 4.5, and 4.7.

Project Management. Developed & taught undergraduate project management course required of management majors; launched Fall 2010. Overall course ratings: 4.5.

Sustainable Business: China. Developed & taught combined undergraduate & MBA travel course Spring 2011. Pre travel course work delivered both in-person & online, followed by 12 days in China visiting production facilities, universities, development zones, and cultural sites. Course rating: 4.9.

Boston University, Boston, MA

Lecturer/Teaching Assistant, Operations & Technology Management

2006 – 2008

As lecturer, modified traditional semester-long syllabus for summer term delivery and then taught MBA-level elective course in Project Management. Overall course rating: 4.5. As teaching assistant, developed and taught Microsoft Project workshop and provided in-class support during the "Project Flip" case exercise for MBA-level Project Management course.

Lecturer, Department of Sociology

Summer 2005

Formal Organizations. Developed syllabus and taught undergraduate course in sociology of formal organizations. Overall course rating: 4.1.

ACADEMIC SERVICE

Boston College Carroll School of Management: Teaching Committee

2013 – present

Serve as active member of the teaching committee and support committee efforts in advancing excellence in teaching. Developed teaching assistant 'best practices' guidelines distributed to all Carroll School of Management faculty in 2016. Spearheaded the Spring 2014 Teaching Seminar on the new BC LMS, Canvas. Developed the program, partnered with IDES to secure participants, and presented a talk on using Canvas effectively. Updated part-time teaching handbook; developed teaching handbook for newly hired full-time faculty.

Boston College Carroll School of Management: Teaching Award Committee

2015 – present

Served on the Undergraduate Teaching Award Selection Committee as a member since 2015, co-chaired the committee in 2017. Developed a selection methodology for teaching awards that was implemented in 2017.

Boston College: Student Advisor **2012 – present**
Serve as academic advisor to undergraduate CSOM students. Meet with each student at least once per semester to provide registration data, advising on course selections, internships and job searches. Consistently receive strong advisor evaluation ratings: 4.75, 4.58, 4.50.

Boston College: Walter H. Klein Business Ethics Case Competition **2014**
Serve as judge for the undergraduate ethics case competition.

Boston College: Diane Weiss Consulting Competition **2012, 2013, 2014, 2016**
Serve as judge for the MBA consulting competition.

Boston College: Lynch Leadership Academy Advisory Board **2012 – 2013**
As a member of the advisory board, participate in regular board meetings to provide support and advice to the LLA executive director on various strategic issues for the LLA.

Simmons College: Faculty Advisor, Beta Gamma Sigma **2009 – 2011**
Serve as inaugural faculty advisor for BGS. Brought BGS to the Simmons campus and managed the project from inception to closure: developed the BGS process including identifying candidate pools, conducting data analysis, developing communications, mail management, writing a tapping schedule, scripting & conducting the initiation ceremony.

Simmons College: Business Analytics Concentration Advisor **2009 – 2011**
Conducted research of BA concentrations in other business schools, developed an overview & course outline, created a first-cut concentration using existing SOM courses, and identified cross-program courses for inclusion in the concentration. As the Business Analytics advisor, developed a communications piece to market the concentration and actively advised several concentrators.

Simmons College: Committee Service **2009 – 2011**
Serve on Curriculum Committee for both undergraduate and MBA programs 2010 – 2011
Serve on College-wide committee to develop processes & tools to assess proposals 2010 – 2011
Member of Assurance of Learning Committee (AACSB requirement) 2009 – 2010

Boston University: DBA Association **2005 – 2007**
Served as treasurer (2005-2006) and president (2006-2007) of doctoral student association. Created syllabus library of to support doctoral students in formulating academic course of study plans. Developed & delivered various professional development and social events for doctoral students.

PUBLICATIONS & RESEARCH

Articles (refereed)

Heineke, Janelle; Larry Meile; Linda Boardman Liu, Jane Davies. (2010) "Project Flip: A Project Management Case/Exercise Experience". *Decision Sciences Journal of Innovative Education*.

Boardman Liu, Linda; Paul Berger, Amy Zeng; Arthur Gerstenfield. (2008) "Applying the Analytic Hierarchy Process to the Offshore Outsourcing Location Decision". *Supply Chain Management: An International Journal*, Volume 13, and issue 6. pages 435-449.

Proceedings (refereed)

Boardman Liu, Linda; Mary Little Shapiro. (2012) "Learning by Doing: A Modular Framework for Short-term Travel Courses" *Proceedings of the Decision Sciences Institute 2012 Annual Conference*.

LINDA BOARDMAN LIU

Shapiro, Mary; Susan Duffy; Linda Boardman Liu. (2011) "The Academic-Practitioner Debate: A False Dichotomy?," *Eastern Academy of Management 2011 conference*.

Boardman Liu, Linda. (2010) "Operationalizing Service Quality: Providers' Perspective". *Proceedings of the Northeast Decision Sciences Institute 2010 Annual Conference*.

Boardman Liu, Linda; Anjali Worah. (2009) "Onsite Managers / Offshore Teams". *Proceedings of the Northeast Decision Sciences Institute 2009 Annual Conference*.

Heineke, Janelle; Larry Meile; Linda Boardman Liu, Jane Davies. (2008) "Project Flip: An Interactive Case/Exercise in Managing Uncertainty". *Proceedings of the Decisions Sciences Institute Annual Meeting, Baltimore, MD*.

Boardman Liu, L; Paul Berger, Amy Zeng, Arthur Gerstenfield. (2006) "Applying the Analytic Hierarchy Process to the Offshore Outsourcing Location Decision". *Proceedings of the International Symposium on Logistics, Beijing, China*.

Works in Progress

Linda Boardman Liu; Salsbury, Jim; Janelle Heineke. "Shelburne Hospital Outpatient Laboratory", *resubmission to the Case Research Journal under development*.

Boardman Liu, Linda; Janelle Heineke. "Provider and Customer Perceptions of Service Quality"

Teaching Cases

Depositors Bank & Trust: Capacity Utilization (2006)

with Janelle Heineke

Teaching Notes

Basic Business Analysis (2009)

with Jane Mooney and Jill Avery

Presentations

Boardman Liu, Linda. (2015) " 'Explain What It Means': Communication and Storytelling", invited to chair a panel and participated as presenter, part of the "Making Statistics More Effective in Schools of Business" mini-conference. *Decision Sciences Institute 2015 Annual Conference, Seattle, WA*.

Boardman Liu, Linda; Jernigan, Stephanie. (2015) "Writing in the Undergraduate Statistics Course" peer-reviewed discussion poster. *United States Conference on Teaching Statistics, State College, PA*.

Boardman Liu, Linda. (2014) "Learning How to Teach Statistics", invited panelist for "Tips for and Experiences with Improving the Learning Experience in and Teaching of Introductory Business Statistics". *Decision Sciences Institute 2014 Annual Conference, Tampa, FL*.

Boardman Liu, Linda with Mary Little Shapiro. (2012) "Learning by Doing: A Modular Framework for Short-term Travel Courses". *Decision Sciences Institute 2012 Annual Conference, San Francisco, CA*.

Boardman Liu, Linda. (2011) Panel member for featured session "Service Innovation under Resource Constraints". *Decision Sciences Institute 2011 Annual Conference, Boston, MA*.

Heineke, Janelle & Linda Boardman Liu. (2011) "Turning the Core MBA OM Course 'Inside Out'". *Decision Sciences Institute 2011 Annual Conference, Boston, MA*.

Boardman Liu, Linda; Janelle Heineke. (2011) "Onsite Managers / Offshore Teams". *Decision Sciences Institute 2011 Annual Conference, Boston, MA*.

LINDA BOARDMAN LIU

Boardman Liu, Linda. (2010) "Operationalizing Service Quality: Providers' Perspective". *Northeast Decision Sciences Institute 2010 Annual Conference*, Alexandria, VA.

Boardman Liu, Linda with Janelle Heineke, J.Robb Dixon and Peter Arnold. (2009) "Operationalizing Service Quality"; *Decision Sciences Institute Annual Meeting*, New Orleans, LA.

Boardman Liu, Linda; Anjali Worah. (2009) "Onsite Managers / Offshore Teams". *Northeast Decision Sciences Institute 2009 Annual Conference*, Uncasville, CT.

Boardman Liu, Linda with Janelle Heineke. (2008) "Exploring Service Quality"; *Decision Sciences Institute Annual Meeting*, Baltimore, MD.

Boardman Liu, Linda with Janelle Heineke. (2007) "Examining the Relationship Between Technical and Functional Quality in Service Operations"; *Decision Sciences Annual Meeting*, Phoenix, AZ.

Boardman Liu, Linda with Jane Davies. (2007) "Infrastructural Factors that Differentiate Manufacturing and Service Operations"; *Decision Sciences Institute Services Science Mini Conference*, Pittsburgh, PA.

Boardman Liu, Linda with Jane Davies. (2006) "Infrastructure Differences between Manufacturing and Service Operations"; *Decision Sciences Institute Annual Meeting*, San Antonio, TX.

Boardman Liu, Linda. (2006) "A Decision-Support Model for Selecting Off-Shore Location"; *POMS Annual Conference*, Boston, MA.

SERVICE TO THE PROFESSION

Reviewer for: *Decision Sciences Institute Annual Meeting, Northeast Decision Sciences Annual Conference, Service Management & Science Forum, Academy of Management Annual Meeting.*

Program Committee Member, MSMESB section of the Decisions Sciences Institute 2014 - present

Vice President of Communications, Northeast Decision Sciences Institute 2013 – present

Local Arrangements Chair, New England Isolated Statistician Meeting (sponsored by the American Statistical Association – Boston Chapter), Chestnut Hill, MA, October 17, 2015.

Local Arrangements Chair, Northeast Decision Sciences Annual Meeting, Cambridge, MA, March 20-22, 2015.

Co-Associate Program Chair for Professional Development, Decision Sciences Institute Annual Meeting, Tampa, FL, November 22-25, 2014.

Local Arrangements Chair, New England Isolated Statistician Meeting (sponsored by the American Statistical Association – Boston Chapter), Chestnut Hill, MA, November 1, 2014.

Reviewer for *Journal of Operations Management*, Special Issue on Professional Service Operations Management, 2014.

Reviewer for *Production and Operations Management Society Service College*, Most Influential Service Operations Paper Award, 2013.

Board Member, Northeast Decision Sciences Institute, 2009 – 2013.

Local Arrangements Chair, Art & Science of Service V, Waltham, MA, June 17-19, 2009.

SERVICE TO THE COMMUNITY

Advancement Chair, Boy Scouts of America Boy Scout Troop 160, Lexington, MA, 2016 – present.

Conservation Steward, Town of Lexington Conservation Commission, Lexington, MA, 2017 – present.

Site Council Member (Chair 2015-2016), Diamond Middle School, Lexington, MA, 2014 – 2016.

LINDA BOARDMAN LIU

Registrar, *Boy Scouts of America Boy Scout Troop 160*, Lexington, MA, 2014 – 2016

Site Council Member, *Fiske Elementary School*, Lexington, MA, 2011 – 2013.

Advancement Chair, *Boy Scouts of America Cub Scout Pack 160*, Lexington, MA, 2012 – 2013.

Awards & Honors

2009 Beta Gamma Sigma: *one of two doctoral students elected to membership at Boston University*

2008 Instructional Innovation Award: *Decision Sciences Institute*

2008 Elected honorary member of *Alpha Iota Delta*

2007 DBA Student Service Award: *Boston University Graduate School of Management*

2007 Student Scholarship: *Decision Sciences Institute Services Science Mini Conference*

Professional Memberships

Decision Sciences Institute (DSI)

Northeast Decision Sciences Institute (NEDSI)

Project Management Institute (PMI)

BUSINESS EMPLOYMENT

VERIZON ADVANCED DATA INC, Boston, MA

2001 – 2005

Manager, Data Services Network Operations

- Developed departmental scorecard process, negotiated operational objectives, analyzed metrics and identified areas for improvement.
- Managed forecasting models; defined volume drivers and metrics, created and tested models, secured agreement from partner organizations to use outputs for planning and results analysis.
- Managed \$100M+ departmental expense budget, analyzed requirements, allocated resources, conducted monthly results reviews and developed spending projections.
- Managed departmental HR programs including compensation treatment, hiring plans, special recognition plan, absence management, succession planning, and communications events.

VERIZON, Boston, MA

2000 – 2001

Manager, Consumer Operations Excellence

- Developed and implemented business planning, performance assurance, employee development and budget processes.
- Facilitated inter & intra departmental merger planning including organizational design & staffing.
- Managed successful incentive program for Operator Services (WV) to improve attendance while maintaining high service/low cost operations; pilot yielded maximum bonus to operators.

Bell Atlantic Network Services, Boston, MA

1997 – 1999

Manager, Consumer Systems & Technology

- Directed administrative and operational functions of Systems & Technology team.
- Formulated strategic & tactical plans to enable cost effective allocation of resources.
- Developed planning process & technical plan for evolution of the call center environment.
- Managed development and deployment of web-based project reporting tool that created standardized reporting and tracking for all projects in the portfolio.

NYNEX Telecommunications Group, Boston, MA

1994 – 1997

Staff Director, Process Re-Engineering & Assurance

- Coordinated capital and expense budgets in excess of \$10M for Systems & Technology team.
- Performed financial analysis to secure discretionary project funding.
- Assumed responsibility for budget that was underfunded; developed monthly variance analysis and spending projections, facilitated budget transfers to secure additional resources, and brought budget in on target at year-end.
- Developed budget submittal that obtained 54% increase in staff/expense allocation.

Staff Director, Process Re-Engineering & Assurance - Account Team Centers

- Managed staffing requirements during restructuring and consolidation.
- Created center consolidation plans and resource allocation models for tracking movement of personnel as the corporation reduced work centers from over 371 locations to 90 centers.
- Project manager for design and delivery of staffing model for Account Team Centers; facilitated training of model; conducted future requirements studies.
- Conducted process reviews in new centers; evaluated current state of operation against defined future method of operation; identified roadblocks and solutions.

New England Telephone, Cambridge, MA
Staff Manager, Engineering/Construction

1991 – 1994

- Managed team of 16 engineering support staff.
- Developed & implemented job standards to improve service quality and merge two teams.
- Reduced backlog of property records updates by 40% over six months; improved work force/load balance, developed streamlined procedures, and implemented extensive cross training.

NYNEX Business Information Systems Company, Burlington, MA
Staff Manager, Customer Support Centers

1987 – 1991

- Developed and delivered tools, methods and procedures to sales/support organization.
- Designed sales/support modules of integrated order entry/billing/field services system.
- Developed comprehensive methods and procedures handbook that was used throughout the division to establish a standard operating environment; designed and delivered training to communicate and drive adherence to standard operating environment.