

**WILLIAM P. MILLHISER, Ph.D.**  
**Associate Professor of Management**

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**EDUCATION**

**Case Western Reserve University**, Cleveland, OH  
Ph.D. in Operations Research, 2005

**University of New Hampshire**, Durham, NH  
M.S.T. in Mathematics, 1998

**Lehigh University**, Bethlehem, PA  
B.S. in Industrial Engineering, 1990

**EMPLOYMENT**

**Zicklin School of Business, Baruch College, City University of New York**  
*Associate Professor of Management (with tenure)* 2013 – present  
*Executive Director of Undergraduate Programs* 2016 – 2017  
*Assistant Professor of Management* 2006 – 2013

**Weatherhead School of Management, Case Western Reserve University**  
*Visiting Assistant Professor of Operations* 2004 – 2006  
*Teaching Fellow of Operations* 2000 – 2004

**Independent Schools of New Hampshire**  
*Mathematics Instructor, Sant Bani School, Sanbornton, NH* 1998 – 2000  
*Mathematics Instructor, Waterville Valley Academy, Waterville Valley, NH* 1995 – 1998  
*Assistant Dean of Admissions & Registrar, Waterville Valley Academy* 1997 – 1998  
*Residence Hall Director, Waterville Valley Academy* 1996 – 1997

**AT&T Corporation**, Basking Ridge, NJ  
*Marketing Analyst, Consumer Market Management Division* 1992 – 1994  
*Systems Analyst, Consumer Information Management Division* 1990 – 1992  
& summer 1989

## AWARDS & HONORS

**Award for Teaching Excellence**, Zicklin School of Business, Baruch College, 2014.

**Presidential Excellence Award for Distinguished Teaching**, Baruch College, 2013 (Baruch College's top teaching honor of the 425 full-time faculty in its three schools).

**Faculty Appreciation Award**, Waterville Valley Academy, 1998.

## PUBLICATIONS: REFEREED JOURNALS & PROCEEDINGS

Millhiser, W.P., and Veral, E.A. (2019). "A decision support system for real-time scheduling of multiple patient classes in outpatient services." *Health Care Management Science*. 22(1), 180-195.

Millhiser, W.P., Sinha, C., and Sobel, M.J. (2016). "Optimality of the fastest available server policy." *Queueing Systems*. 84(3), 237-263.

Millhiser, W.P., and Veral, E.A. (2016). "A decision support system for real-time and dynamic scheduling of multiple patient classifications in ambulatory care services." In *Proceedings of the 2016 Winter Simulation Conference*, T. M. K. Roeder, P. I. Frazier, R. Szechtman, E. Zhou, T. Huschka, and S. E. Chick, eds., IEEE Press, 2053-2064.

Sinha, A., Millhiser, W.P., and He, Y. (2016). "Matching Supply with Demand in Supply Chain Management Education." *International Journal of Logistics Management*, 27(3), 837-861.

Millhiser, W.P. (2016). "A note on the full-neighborhood search of Kaandorp and Koole (2007)." *Health Care Management Science*, 19(3), 300-303.

Millhiser, W.P., and Veral, E.A. (2015). "Designing appointment system templates with operational performance targets." *IIE Transactions on Healthcare Systems Engineering*, 5(3), 125-146.

Millhiser, W.P., and Burnetas, A.N. (2013). "Optimal admission control in series production systems with blocking." *IIE Transactions*, 45(10), 1035-1047.

Millhiser, W.P., Veral, E. A., and Valenti, B.C. (2012). "Assessing appointment systems' operational performance with policy targets." *IIE Transactions on Healthcare Systems Engineering*, 2(4), 274-289.

Millhiser, W.P., and Szmerekovsky, J.G. (2012). "Teaching Critical Chain Project Management: The academic debate and illustrative examples." *INFORMS Transactions on Education*, 12(2), 67-77.

Millhiser, W.P., Coen, C.A., and Solow, D. (2011). "Understanding the role of worker interdependence in team selection." *Organization Science*, 22(3), 772-787.

Millhiser, W.P., and Solow, D. (2007). "How large should a complex system be? An application in organizational teams." *Complexity*, 12(4), 54-70.

## **PUBLICATIONS: BOOK CHAPTERS**

Hazy, J.K., Millhiser, W.P., Solow, D. (2007). "Mathematical and Computational Models of Leadership: Past and Future." Chapter 9 in J.K. Hazy, J. Goldstein, and B.B. Lichtenstein (eds.), *Complex Systems Leadership Theory: New Perspectives from Complexity Science on Social and Organizational Effectiveness*, Mansfield, MA: ISCE Publishing Company, 163-193.

## **PUBLICATIONS: IN PROGRESS**

Jain, A., and Millhiser, W.P. (2020). "The effect of flexible service rates in appointment scheduling systems." Submitted to *Operations Research*.

Millhiser, W.P., and Valenti, B.C. (2012). "Delay distributions in appointment systems with generally and non-identically distributed service times and no-shows." Available at SSRN: <https://ssrn.com/abstract=2045074>.

## **PUBLICATIONS: CASE STUDIES**

Millhiser, W.P., Kirkizlar, E., and Karides, D.A. (2012). "Optimizing patient contact: the tradeoff between serving a physician's office practice and hospital referrals." Zicklin School of Business, Baruch College.

Millhiser, W.P. (2005; revised 2019). "Cleveland Clinic MRI patient flow." Zicklin School of Business, Baruch College.

Veral, E.A., and Millhiser, W.P. (2019). "Big City Hospital." Zicklin School of Business, Baruch College.

Millhiser, W.P. (2019). "Capacity Planning at Honda, Marysville, Ohio, USA." Zicklin School of Business, Baruch College.

Millhiser, W.P. (2019). "Mortgage Application Processing at First Lexington Bank." Zicklin School of Business, Baruch College.

## **PUBLICATIONS: PERIODICALS**

Millhiser, W.P., Veral, E.A., Valenti, B.C. (2013). "Why do doctors fall behind schedule?" *Industrial Engineer*, January, 45(1), 50.

Millhiser, W.P. (2011). "The value of open-ended questions, part 1." Issues in Education column, *OR/MS Today*, April, 38(2), 8-10.

Millhiser, W.P. (2011). "The value of open-ended questions, part 2: implementation." Issues in Education column, *OR/MS Today*, June, 38(3), 8-10.

Millhiser, W.P. (2009). "Quantitative literacy." Issues in Education column, *OR/MS Today*, October, 36(5), 8-10.

## PUBLICATIONS: COMMISSIONED REPORTS & GUIDES

Millhiser, W.P. (2015). "MGT 3121 Instructor Handbook," Zicklin School of Business, Baruch College, 22 pages.

Millhiser, W.P., (2013). "Report of the Committee on GPA Requirement Change in the Zicklin undergraduate admissions standard," Zicklin School of Business, Baruch College, 23 pages.

Collison, J., Good, K., Hazarika, S., Johnson, M., Jung, J., Mayo, A., Millhiser, W.P.\*, and Remler, D.\* (2008). "Report of the Provost's Task Force on quantitative pedagogy." Baruch College, 73 pages (\* denotes lead authors).

## COLLEGE TEACHING

### **Zicklin School of Business, Executive MBA**

*MGT 9702 & 9704, Service Operations Management I & II* 2013 – 2016

### **Zicklin School of Business, Executive MBA in Healthcare Administration**

*MGT 9702, Service Operations Management I* 2013 – 2014

*MGT 9704, Service Operations Management II* 2013 – 2014

*MGT 9700, Introduction to Operations Management* 2009 – 2012

### **Zicklin School of Business, MBA**

*MGT 9500, Management Science* 2013 – present

*MGT 9702 & 9704, Service Operations Management I & II* 2012 – present

*MGT 9700, Introduction to Operations Management* 2008 – 2012

### **Zicklin School of Business, BBA**

*MGT 3121, Service Operations Management (formerly* 2006 – present  
*Introduction to Production and Operations Management)*

*MGT 3500, Introduction to Management Science* 2013 – present

*MGT 3730, Business Process Analysis* 2017 – present

*MGT 4500, Cases in Operations Management* 2007

### **Weatherhead School of Management, MBA**

*OPMT 405, Operations Management* 2006

*OPMT 405, Operations Management (hybrid/online section)* 2006

*MBA 414A, Statistics Refresher Workshop* 2001 – 2003

### **Weatherhead School of Management, BS in Management**

*OPMT 350, Operations Management* 2005

*OPRE 345/445, Decision Theory* 2004 – 2005

*OPRE 201, Introduction to Operations Research* 2003

### **Weatherhead School of Management, MS and PhD Programs**

*OPRE 515B/Math 413, Graph Theory* 2004

*OPRE 411B, Deterministic Models* 2001

## THESIS COMMITTEES

Goodman School of Business, Brock University: Tan Xia, MSc	2014
Zicklin School of Business, Baruch College: Leslie Bobb, PhD	2007

## CURRICULUM & PROGRAM DEVELOPMENT

<b>Lead, committee to redesign the BBA OM major</b> Zicklin, School of Business, Baruch College	2019 – 2020
<b>Member, committee to create QNT 2020</b> Zicklin, School of Business, Baruch College <i>(Lead designer of new course “Foundations of Predictive Analytics and Decision Modeling” to replace Calculus in the Zicklin BBA core.)</i>	2019 – present
<b>Member, committee to create MGT 3121 Hybrid</b> Zicklin, School of Business, Baruch College <i>(Designed and then taught the inaugural hybrid/online core Operations Management course in the Zicklin BBA program.)</i>	2015 – 2016
<b>Member, MS in Business Analytics Development Committee</b> Zicklin, School of Business, Baruch College	2014 – 2017
<b>Co-creator, MBA in Management, Concentration in Business Analytics</b> Department of Management, Zicklin School of Business, Baruch College <i>(Designed 2 new courses and new MBA major; effort ultimately led to above MS degree.)</i>	2012 – 2013
<b>Member, committee to redesign MGT 9700 into 9702/9704</b> Department of Management, Zicklin School of Business, Baruch College <i>(Redesigned the 3-credit MBA-core MGT 9700, “Introduction to Operations Management” in two 1.5-credit courses, MGT 9702/9704, “Service Operations Management I and II”.)</i>	2011 – 2012
<b>Chair, committee to create MGT 9740</b> Department of Management, Zicklin School of Business, Baruch College <i>(Led committee of 3 faculty members to design and acquire graduate curriculum committee approval for MGT 9740, “Sustainability in Supply Chains and Operations.”)</i>	2010
<b>Member, committee to redesign MGT 3121</b> Department of Management, Zicklin School of Business, Baruch College <i>(Redesigned the BBA core course MGT 3121 from “Introduction to Production and Operations Management” to “Introduction to <u>Service</u> Operations Management.”)</i>	2009, 2016
<b>Creator, OPMT 405 Hybrid</b> Weatherhead School of Management, Case Western Reserve University	2005 – 2006

*(Designed and delivered the MBA core Operations Management class in a hybrid/online format in the inaugural year of the Weatherhead School's hybrid MBA program.)*

**SERVICE TO DEPARTMENT OF MANAGEMENT**

*Service to the Narendra Paul Loomba Department of Management, Zicklin School of Business, Baruch College.*

Member, Operations Management Faculty Recruitment Search Committee <i>(4 separate searches in academic years 2012-13, 2013-14, 2014-15, and 2019-2020)</i>	2012 – 2020
MGT 3121 Class Coordinator <i>(Central coordinator of 15 to 20 professors who teach up to 3000 students annually in the BBA core class “Introduction to Service Operations Management”).</i>	2009 – 2016
Member, Operations Management Area Curriculum Planning Committee	2008 – present
Member, Department Executive Committee <i>(Elected by departmental faculty to four consecutive three-year terms.)</i>	2008 – present
Department Web Co-master	2007 – 2015
Department Secretary	2006 – 2008

**SERVICE TO SCHOOL OF BUSINESS**

*Service for the Zicklin School of Business, Baruch College.*

Zicklin School of Business Dean’s Executive Committee	2017 – 2018
Zicklin Undergraduate Curriculum Committee <i>Member at-large</i>	2017 – present
<i>Executive Director of Undergraduate Programs</i>	2016 – 2017
Chair, Committee on Academic Standing, Zicklin School of Business	2016 – 2017
Member, Zicklin Graduate Curriculum Committee	2015 – 2016
Chair, Committee on GPA Requirement Change in the Zicklin Undergraduate Admission Standard	2013
Member, Hiring Committee for Administrative Director of the Graduate Program in Health Care Administration	2013 – 2014
Organizer, Zicklin Faculty Book Club	2010
Member, Graduate Program in Health Care Administration Steering Committee (formerly Baruch/Mt. Sinai Graduate Program in Health Care Administration Steering Committee)	2009 – 2015
Member, Dean’s “Quant Group” Task Force to Improve Quantitative	2009 – 2010

Literacy within the Zicklin School of Business

Faculty Advisor, Flex-time MBA Orientation Workshops 2009 – 2010  
Department Representative, BBA and MBA Information Sessions 2006 – present

### SERVICE TO BARUCH COLLEGE

Member, Baruch College President's Task Force on Retention and Student Success 2016 – 2017

Member, Baruch College Joint Committee on Academic Standing 2016 – 2017

Member, Hiring Committee for Director of Student Academic Consulting Center and Immersion Program 2016

Founding member, Teaching Blog at Baruch College 2008 – 2011  
<http://blogs.baruch.cuny.edu/teachingblog>

Provost's Task Force on Quantitative Pedagogy  
*Member, initial college task force* 2007 – 2008  
*Member, Weissman School of Arts and Science Implementation Committee* 2008 – 2009  
*Member, Zicklin School of Business Implementation Committee* 2009 – 2010

### SERVICE TO PROFESSION

**Journal referee** (2004 to present): *Annals of Operations Research, Computational and Mathematical Organization Theory, Computers and Operations Research, European Journal of Operational Research, IIE Transactions, IIE Transactions on Healthcare Systems Engineering, INFORMS Transactions on Education (ITE), Health Care Management Science, Interfaces, International Journal of Integrated Supply Management, Naval Research Logistics, Operations Research, Operations Research for Health Care, Organization Science, Performance Evaluation, Production and Operations Management, and Queueing Systems.*

**Other reviewing activities:** POMS 2014 best healthcare paper, 2016 Winter Simulation Conference proceedings, *Operations Management* (1<sup>st</sup> edition, 2015, McGraw Hill) by Cachon and Terwiesch, and *Introduction to Management Science: A Modeling and Cases Studies Approach with Spreadsheets* (5<sup>th</sup> edition, 2013, McGraw Hill) by Hillier and Hillier.

### CONFERENCE PRESENTATIONS & INVITED SEMINARS

Baruch College Teaching and Technology Conference (2010)  
CUNY General Education Conference (2010)  
EURO Working Group on Operational Research Applied to Health Services Meeting (2012)  
EURO Working Group on Stochastic Modeling Meeting (2008, 2010)  
IBM Research (2013)  
INFORMS Annual Meeting (2002-2005, 2008, 2010-2013, 2015, 2017, 2019)  
INFORMS Applied Probability Society Meeting (2005, 2009, 2011)  
INFORMS/CORS Joint Meeting (2009)

INFORMS Healthcare Conference (2011, 2013, 2015)  
 INFORMS International Conference (2007)  
 INFORMS Manufacturing and Service Operations Management Society Meeting (2006)  
 INFORMS Revenue Management and Pricing Society Conference (2007)  
 Latin Ibero-American Congress on Operations Research (2008)  
 Lehigh Univ. Healthcare Systems Engineering Symposium (keynote speaker; 2016)  
 NAACSOS Conference (2003)  
 POMS Annual Meeting (2012, 2014, 2016)  
 Rutgers Applied Probability Conference (2013, 2014)  
 Understanding Complex Systems Symposium (2006)  
 Winter Simulation Conference (2016)

## OTHER PROFESSIONAL EXPERIENCE

<b>Lodge Manufacturing Company</b> , South Pittsburg, TN	
<i>Member, Board of Directors</i>	2010 – present
<i>Co-chair, Succession Planning Committee</i>	2012 – 2017
<i>Chair, Compensation Committee</i>	2019 – 2020
<b>Brooks Van Horn Condominium Association</b> , New York, NY	
<i>Member, Board of Managers</i>	2006 – 2017
<i>President, Board of Managers</i>	2008 – 2014
<b>MasterBrand Cabinets, Inc.</b> , Jasper, IN	
<i>Demand Planning and Forecasting Consultant</i>	2003 – 2008
<b>Brighton Ski Resort</b> , Salt Lake City, UT	
<i>Professional Ski Instructor</i>	1994 – 1995

## PROFESSIONAL MEMBERSHIPS

POMS (Production and Operations Management Society)	2012 – present
DSI (Decision Sciences Institute)	2004 – present
INFORMS (Institute for Operations Research and the Management Sciences)	2002 – present
NCTM (National Council for Teachers of Mathematics)	1996 – 2002



