

Jennifer Percival, PhD

Curriculum Vitae

Education

Degrees

Doctor of Philosophy in Management Science

Faculty of Engineering, University of Waterloo, Waterloo, Ontario, May 2001 – June 2004

Specializing in Management of Technology

Dissertation Title: Complementarities in the Implementation of Advanced Manufacturing Systems

Supervisors: Dr. Brian Cozzarin, Dr. David Fuller

URI: <https://uwspace.uwaterloo.ca/bitstream/handle/10012/843/j2cote2004.pdf>

Honours Bachelor of Mathematics in Operations Research

Faculty of Mathematics, University of Waterloo, Waterloo, Ontario, September 1996 – June 2001

Computer Science Minor – Co-operative Program

Graduated With Distinction – Dean's Honours List

Experience

Schmidthorst College of Business, Bowling Green State University, Bowling Green, Ohio

- R2 – Doctoral University, with 20,000 students;
- Schmidthorst College of Business has 76 full-time faculty members, over 2,600 students (2,100+ undergraduate, approximately 500 masters, 17 Ph.D. and 70 D.ODC students)
- AACSB Business & Accounting accredited programs offered on campus, in a blended delivery model, and online
- Programs offered:
 - BS – Business Administration with 12 specializations, BS - Economics
 - MBA, Master of Accounting, MS –Analytics, MS – Applied Statistics, Master of Financial Economics, Executive Master of Organization Development, Master of Data Science (in partnership), Master of Science in Logistics Systems Engineering (in partnership)
 - Doctorate of Organization Development and Change
 - Ph.D. – Data Science (in partnership with the College of Arts & Sciences)

Dean & Professor

July 2022 – Present

- Manage the school's activities to support re-accreditation for both AACSB Business and Accounting; completed strategic planning development and implementation at both the university and college level; collaborated with faculty to improve the assurance of learning and assessment processes, revised faculty qualifications and sufficiency; and completed program portfolio review.
- Advance faculty research productivity through mentoring and structural supports; secured additional research infrastructure; filled multiple endowed professorships and launched an Emerging Scholars Award; advanced doctoral program collaborations in data science.
- Embedded AI, data analytics, sustainability, and Life Design across the curriculum; revised quantitative core and launched interdisciplinary programs (Cybersecurity certificate, Music Industry bachelors, aviation and MBA double degree (in progress))

aligned with workforce and societal needs; expanded international experiences nearly threefold, integrating global business and public good themes.

- Coordinate activities with the Associate Deans and department chairs to provide continuous leadership to faculty and staff to support in undergraduate and graduate recruitment, retention and student success and the strategic priorities of the college; faculty development for research, teaching, and service; and leadership development for succession planning.
- Serve on the Center for Faculty Excellence Advisory Board
- Oversee the academic quality, integrity, and sustainability, of all degree programs and work with departments and faculty members to enhance programs to meet the needs of students and the requirements of the profession; piloted Signature Work consulting model and scaled experiential programs.
- Collaborate with Provost's office to advocate for additional resources to support program growth and budget model deficiencies.
- Strengthen industry advisory boards; build partnerships with companies across industries; support advancement initiatives with corporate partners and individual donors.
- Strength the visibility and national reputation of the Schmidthorst College of Business through development of national business student ambassador conference; hosting AI & Future of Work symposium; elected Vice President, Mid-America Business Deans; chaired (now past-chair) AACSB New Deans Affinity Group; and college highlighted for impact of Life Design integration on PBS segment with Dennis Quaid (February 2025).

Accomplishments

- *Led college transition for efficiency ,effectiveness, and sustainability, including reduced number of departments (by 33%), improved processes for student progression and enrollment, staff re-alignment, and scheduling optimization.*
- *Collaborated with leaders from other colleges to implement interdisciplinary programs including programs in music industry, industrial design (in progress), cybersecurity, engineering management, data science, and double degree BS Aviation and MBA (in progress).*
- *Increased undergraduate incoming class by 44% in 3 academic years while also increasing the six-year graduation rate by 6%. Since Fall 2022, supported the recovery of the online MBA to now have the 2nd largest cohort in the program's history. Increased the size of the D.ODC by 18% while still maintaining a high on-time (3-year) completion rate. Created a pre-business pathway program to provide students a second chance to join the business school in collaboration with deciding students program (cohort of 50 students not included in incoming class enrollment).*
- *Increased the percentage of female students and multicultural students*
- *Engaged faculty to develop 90-credit hour general business bachelor degree (in progress) to meet the needs of non-traditional students and working professionals.*
- *Collaborated with our Life Design office to be the first college at BGSU to fully integrate Life Design into the core curriculum. Enhanced integration of work integrated learning in classes, added signature work consulting project for all*

students, added industry recognized certifications in curriculum, and increased industry engagement to over 300 alumni/company visits in 2024-2025.

- *Supported faculty development and mentoring on research, particularly in facilitating interdisciplinary research team development with health sciences, Arts & Sciences, and Engineering resulting in faculty contributing a 36% increase in research publications in 2024, as well as an increase in the quality of publications. Filled 11 endowed chairs/professorships. Through mentorship, reduced non-AACSB qualified tenured/tenure-track faculty from 7 to 0 in 3 years.*
- *Increased ranking in US News and World Report to #21 Best Online Undergrad Business (#1 in Ohio), Poets & Quants #1 for student experience in Ohio (both undergraduate and online MBA), Princeton Review #38 (#1 Ohio) Best Online MBA, Poets & Quants #33 Best online MBA (#1 in Ohio); Fortune #2 in Ohio- Best Online MBA and most affordable (#1 in Ohio); U.S. News & World Report – Best Online MBA, and Poets & Quants most affordable online MBA (#1 for AACSB online MBA).*
- *Increased co-curricular engagement within student organizations over the past 3 years including new organizations such as students of color in business and SHRM.*
- *Collaborated with advancement to receive the largest single corporate gift for finance, as well as over \$3 million (10% of current endowment) last year. Over the past 3 years, raised the total endowments from \$31 million to \$48 million.*
- *Collaborated with Provost office on budget structure challenges resulting in updates to course tuition structure, and over \$350,000 in additional budgetary support in 2024-2025.*

Manning School of Business, University of Massachusetts Lowell, Lowell, Massachusetts

- R2 – Doctoral University (recently elevated to R1 at end of term), minority-serving institution with over 18,000 students; 751 faculty (FTE)
- Manning School of Business has 77 full-time faculty members, over 4,000 students (2,500+ undergraduate, 1,500+ masters, and 48 Ph.D. students)
- AACSB accredited programs offered on campus, in a blended delivery model, and online
- Programs offered:
 - BS – Business Administration with concentrations in Accounting, Analytics & Operations Management, Entrepreneurship, Finance, International Business, Management, Management Information Systems, and Marketing
 - MBA, MS – Accounting, MS – Business Analytics, MS – Entrepreneurship, MS – Finance
 - Ph.D. - Business Administration

Associate Dean & Associate Professor

July 2017 – July 2022

- Lead the first-year experience; including review of program pathways, revision of curriculum, coordination of core introductory class, first year retention programming.
- Coordinate college scheduling process with department chairs, including optimization of Pulichino Tong Business Center usage, online program offerings, and in person offerings for continuing education students.
- Manage the school's activities to support AACSB and other accreditations, including developing programs to monitor and improve the assurance of learning and assessment processes; ensuring faculty qualifications and sufficiency; appraising the

quality of the education provided to students; and documenting the educational experiences of program graduates.

- Supported faculty hiring and professional development; advanced initiatives to improve student diversity and access; championed shared governance through transparent decision-making and collaborative strategic planning.
- Expanded co-op, internship, and industry project opportunities; developed programs that connected students with regional innovation ecosystems (e.g., incubators, accelerators); enhanced global learning opportunities.
- College representative on JED campus initiative for mental health and wellness
- Active Member of the Veteran Recruitment and Success Working Group
- Member of the Gender and Sex Based Discrimination Prevention Taskforce, co-chair of the subcommittees on assessment and labor relations
- Interim Director of the PhD Program (2019-2021)
- Management Committee for Adjunct Faculty Union Negotiations (2021)

Accomplishments

- *Led college transition to new advising model including revising all electronic advising reports, mentoring faculty transfer advisors, working with our IT staff to create an advisor view of scheduling builder tool, developing a faculty guide for advising, and streamlining the declaration of intent to graduate process*
- *Collaborated with leaders from other colleges to implement interdisciplinary programs including programs in Industrial Engineering (all levels), an MBA option in healthcare, Sales and Management option in Pharmaceutical Science, integration of business in nutrition, Marketing and Management option in exercise science, business concentration in liberal arts, and undergraduate minors in business for engineering students*
- *Completed a comprehensive review and update of all transfer articulations and the MassTransfer program*
- *Increased undergraduate and graduate enrolment by 17.1% in 5 academic years while also increasing the six-year graduation rate by 8%. Since Fall 2020, doubled the number of incoming MBA students from 235 to over 470 students, increasing Graduate enrollment by 56% in two year. Doubled the Ph.D. program size while Interim Director from 20 in 2018 to 45 in 2021.*
- *Implemented a faculty driven assurance of learning model*
- *Created the Manning Business and Entrepreneurs scholars in training (BEST) undergraduate research program*
- *Collaborated on the development of the award-winning River Hawk Scholars Academy for first-generation students with a focus on the Manning School of Business.*
- *Coordinated with other undergraduate associate deans on the development of the summer Launch! program to improve transition for students to university.*
- *Supported faculty development and mentoring on research, particularly in facilitating interdisciplinary research team development with health sciences, resulting in faculty contributing over 120 unique publications in 2018-2019, including 18 articles in Financial Times 50*

- *Increased ranking in US News and World Report to #31 Best online MBA (2022); #35 Best online bachelor's program; #18 Best Online MBA by Fortune; Princeton Review – 2021 Best Business School and Poets & Quants 2021 most affordable online MBA (#31 best online).*
- *Increased co-curricular engagement within student organizations by over 400% over the past 3 years.*
- *Collaborated with Dean on advancement initiatives which increased the dean's discretionary account 10x in past 5 years, also the college received two of the largest gifts for strategic initiatives (sustainability (\$5 million) and endowed research chairs for the Manning School of Business(\$10 million with \$5 million system match))*
- *Chaired Dean of Nursing search committee and member of the Adjunct Faculty union contract negotiating committee*

Faculty of Business and Information Technology (FBIT), University of Ontario Institute of Technology (now Ontario Tech University), Oshawa, Ontario

- Similar to a Doctoral/Professional University
- Increased from just over 1,000 students (year 2 of operations) to over 10,000 students
- Faculty of Business and IT had over 50 full-time faculty members, approximately 2,000 students
- Programs offered:
 - Bachelors of Commerce with majors in Accounting, Finance, Marketing, Organizational Behaviour and Human Resource Management, and Technology Management
 - Bachelors of Information Technology with majors in Networking and IT Security, and Game Development and Entrepreneurship
 - MBA, Master of Information Technology Security, MS – Computer Science (joint program with Faculty of Science), Master of Health Informatics (joint program with Faculty of Health Sciences)
 - Ph.D. – Computer Science (joint program with Faculty of Science and Faculty of Engineering)

Associate Dean – Academic and Research

January 2012 – June 2017

- Responsible for the oversight of all programs offered by the faculty, including the BComm degrees in Accounting, Finance, Human Resources, and Marketing as well the BIT programs in Networking and IT Security, and Game Development and Entrepreneurship
- Responsible for annual performance reviews for tenured, tenure-track, teaching-focused faculty (unionized), and staff (non-unionized)
- Supervise all Academic Advisors and academic support staff; collaborated with Academic Advisors to resolve student and faculty concerns
- Lead Program Reviews, new program development, and transfer credits assessments
- Represent the Dean's Office at all on-campus recruitment events, including conducting formal presentations about the Faculty's programs to students and the parents
- Administration Co-chair for the FBIT Teaching Focused Faculty Workload Advisory Committee
- Chaired the program review committee for Health Information Management Program

- Chair the Informatics Undergraduate and Graduate Program Design Committee
- Member of the UOIT Provost's Advisory Committee on Integrated Planning, Information, Research and Reporting Task Force

Accomplishments

- *Developed a unique international dual-degree program (BComm from UOIT and BSc in Informatics from Duale Hochschule Baden-Württemberg)*
- *Designed and implemented programs to enhance student retention through proactive monitoring and intervention*
- *Secured over \$500 000 in grant funding for innovative curriculum and student success programs*

Graduate Program Director

Jan 2015 – July 2015

July 2009 – June 2011

- Responsible for the direct management of the Master of Business Administration (MBA) and the Masters of IT Security for the Faculty
- Manage the process of review for all FBIT graduate student applications.
- Chair of the management committee for the Master and PhD in Computer Science program, which is shared with the Faculty of Science and the Faculty of Engineering and Applied Science
- Represent the Faculty on the UOIT Graduate Committee

Accomplishments

- *Developed a new entry method for the MBA with an internship option*
- *Developed a new field in the MBA in Technology Management.*
- *Active in the development of new MBA marketing materials*
- *Created an Integrated MBA / BSc model*

Associate Professor

July 2011 – June 2017

- Co-chair of the UOIT Adult Learner Advisory Committee
- UOIT Learning Enhancement Advisory Committee member
- Strategic Enrolment Management Data Committee – representing the Student Retention and Success Committee
- Student Retention and Success Committee – Office of the Associate Provost
- Strategic Planning – Quality Group Member
- Hiring Committee Member for Strategic Management, Information Systems Position, Finance Positions and Marketing Positions
- Member of the Blackboard Implementation and Training Committee
- UOIT IT Advisory Committee - FBIT Representative
- Annual Researcher award committee member

Assistant Professor

July 2004 – June 2011

- Represented the Management area on the FBIT Executive Committee
- Contributed significantly to the work of Faculty of Business and IT Curriculum Review and Redesign Committee
- Representative on the FBIT academic appeals committee
- Faculty advisor to the Durham Region Student Entrepreneurship Association and Students in Free Enterprise (SIFE) team
- Member of the Faculty of Business and IT policy committee

- Member of Faculty of Business and IT curriculum committee
- Faculty mentor to the Faculty of Business and IT student Society
- Chair of the BBA curriculum and course development committee
- Chaired the FBIT Integrating Technology into Teaching committee.
- Faculty representative on the UOIT Graduate Committee
- FBIT Representative on the UOIT Faculty Association
- Member of the Teaching Innovation Fund Project Evaluation Committee
- Representative on the DC/UOIT Food Services Provider Search Committee
- Faculty representative on the UOIT Instructional Resources Planning committee
- Hiring Committee member:
 - Natural Sciences and Engineering Research Council of Canada Industrial Research Chair in Health Physics
 - Faculty of Health Sciences – Health Informatics Area
- Faculty Representative on UOIT Academic Appeals Committee; acted as chair on numerous appeals and chaired the first UOIT oral hearing
- Representative the university at the 7th Summer Institute on Learning Technologies

Accomplishments

- *Developed a research program that utilized 4th-year undergraduate students due to the absence of graduate-level programs*
- *Created curriculum and courses during the development of the MBA.*
- *Actively engaged in trials of online and hybrid teaching methodologies to further enhance students' experience and engagement*
- *Engaged in cross-disciplinary research with faculty members from within the faculty and with faculty from all six other faculties at the university*
- *Worked with students to found the first Business and Information Technology Student Society (BITSOC) and gain it formal recognition from the university*
- *Oversaw the process for the approval of new programs by the Ontario Postsecondary Education Quality Assessment Board (PEQAB) to obtain approval to offer the programs*
- *Participated in the Canadian Engineering Accreditation Board review of UOIT engineering program courses offered by FBIT*
- *Developed the program requirements and curriculum for the Human Resources Management Specialization and the Public Relations Specialization*

Dualen Hochschule Baden-Württemberg, Mannheim, Germany

Visiting Professor

May 2017, May 2016, May 2015, January 2014 – June 2014

- Developed and taught a new course Service Management to students in the second year of the BSc in Informatics.
- Invited presenter at the Informatics Research Group Seminar series.

AUTM

Survey Designer

August 2008 – Jan 2009

- Responsible for assisting AUTM with the design of transaction survey
- Aided AUTM members in determining proper metrics, survey implementation methods, and survey language

- Designed, conducted, and analyzed initial pilot and focus groups results on aiding in the redesign and clarification of survey questions and definitions

Wiley Faculty Network

Faculty Mentor – Business and Operations Management July 2005 – July 2013

- Responsible for assisting other WFN members with presentations
- Aided Wiley clients with using WileyPlus and integrating the material into their course design
- Invited speaker at workshops on WileyPlus and the use of technology to enhance student learning and motivation

Management Science, Faculty of Engineering, University of Waterloo, Waterloo, Ontario

Teaching Assistant May 2001 – Dec 2003

- Responsible for planning and facilitating course tutorials
- Aided students with problem-solving & better understanding the curriculum
- Responsible for the creation and marking of assignments and tests

United Parcel Services, Mississauga, Ontario

Operations Research Analyst May 2000 – Aug 2000
Sept 1999 – Dec 1999

- Coordinated and conducted audit of existing international operations
- Designed and implemented package flow simulation models
- Analyzed system constraints and determined future growth capacity

Research Interests:

My two primary research interests are the strategic use of technology and innovation, and integrating technology into organizational practices through improved process integration.

The focus of the first areas is on determining complementarities between business practices and strategies and the effective use of various technologies. By completing complementarity analysis, it is possible to begin to determine an optimal set of technologies to enhance an organization's strategic business practices. This research involves determining which forms of technology support which types of business practices and strategies, and which detract from their implementation effectiveness. This enables managers to be able to determine an optimal implementation schedule to obtain the largest increase in efficiency and effectiveness as quickly as possible. This research initiated with investigations of manufacturing technologies, training practices, innovation, and has recently been focused on the effective use of technology to support teaching practices in order to determine the optimal allocation of IT investments for teaching and learning initiatives.

The focus of the second area is process modeling, simulation and technology integration. This research has been conducted on two fronts; real-time processing of physiological data streams to clinical decision making, and evaluation and integration of information technology into organizational practice through analysis and process/patient journey modeling. This research has involved the refinement of methodologies and process modeling architectures. Using visualization tools, areas of concern, and possible technology opportunities can be highlighted in a way that all practitioners and stakeholders are able to understand both their roles but also the

roles of others and potential opportunities to leverage technology. This improves the ability to integrate technology and reduces many barriers of technology implementation and process change through the use of the visualizations and simulation.

This research has been supported by grants, corporate and organization sponsors with over \$850,000 in funding, engaging partners from across all areas of business, healthcare, and higher education institutions. The work has been published in 23 peer review journal articles, 28 conference proceedings, 3 book chapters, and been presented at 18 invited talks. The results of the work have been implemented across sectors including non-profit, corporate, and government agencies as well as in specific undergraduate and graduate curriculum, including supporting one healthcare organization in being the first in Canada to achieve the top process quality ISO designation.

Current Research

September 2005 – Present

Complementarities Between Business Strategies and Innovation

This research attempts to determine the complementarities that exist between various business strategies and the creation and implementation of multiple forms of innovation. This research has been conducted with a variety of partners, including the Canadian Advanced Technology Alliance and Economic Development Canada. More recently, I have focused on open innovation and service sector innovation. Funding for this research was requested from Social Sciences and Humanities Research Council of Canada. The research received full funding (\$130,510) in April 2008. This work is being applied in the NSF (\$362,885) IGE collaboration grant, received in 2021.

December 2007 – Present

Process Modeling

(PaJMa modeling in healthcare, Extension to the Service Sector)

The research looks at current uses of technology to facilitate information collection, decision making, and archiving of data at all stages of the patients' journey in a variety of medical centers. The research also engages health care practitioners in evaluating potential new forms of information systems and attempts to facilitate the improvement of information system designs, EMR implementations, and for aiding in the care of patients in mental health facilities. We have leveraged the technique to demonstrate the use of modeling as an intervention tool to assist in the implementation of EMR onsite. Modeling has occurred at over 10 locations. The modeling framework is also being adapted to meet the needs more generally of service sector organizations looking to engage in process improvement, change management, and e-services implementation initiatives. To date, a prototype framework for commercial service sector businesses has been designed and applied in 4 small case study situations. More recently, this technique was used to support increased coordination of on boarding activities across a university campus. Social Sciences and Humanities Research Council of Canada funded a more in-depth analysis of the methodology in April 2012.

September 2005 – Present

Impact of Technology use in Courses on Student Learning

The research looks at issues such as what types of technology and resources the students use in the courses, the reasons, and motivation students have for selecting the alternate course offering types, as well as the impact these have on their success in an online or hybrid course. The research contains both quantitative and qualitative elements to obtain a more complete analysis of the student learning environments, their study habits, and their use of the available resources to enhance their learning. Environmental and cultural factors were included as moderating effects to identify possible target markets that should be concentrated on for the development of a blended learning curriculum. The effects of telecommuting policies on a traditional campus have also been explored from a variety of stakeholder perspectives. Work was done on the use of tablets in higher education (Ontario Human Capital Research and Innovation Fund grant \$18,675 in October 2013).

April 2008 – June 2017

IBM First of a Kind Research Collaboration: Artemis

IBM (NYSE: IBM) and the OntarioTech University (formally University of Ontario Institute of Technology (UOIT)) collaborated on a first-of-a-kind research project to help doctors detect subtle changes in the condition of critically ill premature babies. The project engaged a group of internationally recognized researchers, led by Dr. Carolyn McGregor use advanced stream computing software developed by IBM Research to work toward greatly enhancing the decision-making capabilities of doctors. In order to determine the effect of environmental stimulation and identify artifacts affecting the physiological data streams, I developed an iPod application for data collection and real-time integration into the physiological data stream analysis. A second study of the application then analyzed the results to determine if there are any significant effects on the physiological streams based on the external environmental actions. This data improved the predictive ability of the system and aid in better diagnosis decision making. Funding for the first of a kind project was provided by IBM. Although I am no longer actively engaged in this project, my work is being leveraged to other application areas as the project continues to evolve.

Research Grants and Contracts

Research Grants

NSF Collaborative Research IGE – June 2021

Interdisciplinary Graduate Education in Cyber-Physical Systems Design

\$362,885

K. Chandra, J. Percival, S. Tripathy, C. Thompson, T. Yu

UOIT – January 2015

Investigate the role of academic advising in student retention strategies

\$9,000

J. Percival, J. Clarke

Canadian Memorial Chiropractic College – April 2014

Improving Patient Care through Patient Journey Modeling and Simulation

\$10,000

J. Percival

Ontario Human Capital Research and Innovation Fund – Tablet Usage – November 2013

Examining the Use and Learning Outcomes of Mobile Tablet Devices in Post-Secondary Environments

\$25,723

J. Percival, **T. Claydon**

Canadian Memorial Chiropractic College – May 2013

Improving Patient Care through Patient Journey Modeling and Simulation

\$15,000

J. Percival

UOIT – Barriers to Pathway Completion – July 2012

Understanding Barriers to Pathway Completion: A DC and UOIT Case Study

\$30,000

F. Longo, A. LeSage, O. Sanchez, B. Goodman, R. Hinch, J. Percival, J. Samis, N. Lawrence, A. De La Rocha, M. DiGiuseppe, J. Laffier

Social Sciences and Humanities Research Council of Canada – Insight Grant – April 2012

A Methodology for Integrating Business Process Modeling and Information Systems Requirements

\$121,240

J. Percival

UOIT – Teaching Innovation Fund April 2012

Interactive, Self-Paced, Online Modules to Support 4th-year Capstone Projects

\$7,500

J. Percival (Principal investigator), A. Hall, T. Claydon, S. Rose

FedDev Ontario – Applied Research and Commercialization – December 2010

SeaStryder Prototype Design, Testing, and Commercialization Plan

\$160,500 (\$50,000 from FedDev Ontario, \$110 500 from Aquavion cash and in-kind)

M. Ham, J. Percival, R. Richards

Ontario Centres of Excellence – Connections – December 2010

SeaStryder Market Readiness Research

\$10,920 (\$3500 from OCE, \$7420 in-kind from Aquavion)

J. Percival, T. Claydon, A. Khan, et. al.

Canadian Institutes of Health Research – Meetings Grant – December 2009

Symposium on Patient Journey Modeling

\$13,469

J. Percival, C. McGregor

Canadian Patient Safety Institute – June 2009

Using information and communications technologies to improve patient safety

\$20,000

J. Percival, C. McGregor, C. Cately, A. James

Ontario Partnership for Innovation and Commercialization – May 2009

Neonatal Knowledge Grid Commercialization

\$10,000

M. Eklund, C. McGregor, J. Percival

Social Sciences and Humanities Research Council of Canada – Strategic Grant – April 2008

Aligning Management Practices to Support Innovation in the Service Sector

\$130,510 - J. Percival

Canadian Council on Learning – November 2007

A Longitudinal Study on the Return on Investment of Training to Support Innovation in the Workplace

\$54,165

J. Percival (Principal Investigator) and B. Cozzarin

UOIT – May 2006

The Impact of e-Learning Technologies and Blended Learning on Student Performance

\$5,000

B. Muirhead (Principal Investigator) and J. Percival

UOIT – Teaching Innovation Fund – April 2005

Business Information Systems and Technology Instructional Videos

\$5,000

J. Percival

Social Sciences and Humanities Research Council of Canada – April 2003

Advanced Manufacturing Technologies and Organizational Complementarity,

\$85,585

B. P. Cozzarin (Principal Investigator) and J. Percival, Ph.D. candidate on the project

Statistics Canada – September 2003

Canada Research Fellowship

\$15,000

J. Percival

Natural Sciences and Engineering Research Council of Canada – May 2002

Post Graduate Scholarship

\$19,200

J. Percival

Program Development Grants

Ohio Department of Higher Education – Under Review – July 2025

Prototype Creation Utilizing STEM Apprenticeships

\$2,000,000

M.D. Sarder, W. Mokhtar, J. Percival, I. Tusar, D. Gunasinghe, M. Rahman

Spencer Foundation – Multiple Grants – June 2024

Enhancing Student Experiences in Insurance & Risk Management; Risk Manager on Campus; Enterprise Risk Management Course Development

\$35,000

R. Starks, M. Alvarez, J. Percival

American Association of Community Colleges - Equity Transfer Initiative - June 2021

Middlesex Community College and University of Massachusetts Lowell – Business, Computer Science, Criminal Justice, and Engineering Transfer Pathway

J. Nash, P. Sisson, J. Percival, et al.

Ministry of Colleges, Training and Universities – Credit Transfer Institution Grant - June 2016

New MITS Pathway and Enhancement to Undergraduate Pathway Programs

\$17,775

J. Percival

Ontario Council on Articulation and Transfer (ONCAT)- March 2016

Proactive Retention Tools for GAS/Pre-University Pathway

\$240,350 (\$124,850 from ONCAT, \$115,500 in-kind)

B. Muirhead, K. Baker, J. Percival, G. Harvel

Ontario Council on Articulation and Transfer (ONCAT)- March 2015

Diploma and Degree Retention Pathways

\$219,000 (\$151,000 from ONCAT, \$68,000 in-kind)

B. Muirhead, K. Baker, J. Percival, G. Harvel

Council of Ontario Universities- Online Course Development Fund – January 2015

4 Online course Development Projects

\$295,600

J. Percival, J. Lowe, S. Franks, et al.

Research Contracts

Welch Allyn – November 2014

Vital sign collection time study with Oshawa Clinic

\$7000

J. Percival

Confidential Company – August 2003

Site Feasibility Study

\$25 000

Lead Investigator: Daniel Hoornweg

Industry Canada – August 2003

Competitive Advantage and Fit of Strategies in Canadian Manufacturing

\$34 000

B. P. Cozzarin (Principal Investigator) and J. Percival

Publications

(Supervised students' names have been **bolded**.)

Articles in Refereed Journal Publications

Moretz, J., Sankaranarayanan, Karthik, & Percival, J. (2021) Open Innovation in Services? : A Conceptual Model of Barriers to Service Innovation Adoption, *Journal of Innovation Management*, 9(4). doi: https://doi.org/10.24840/2183-0606_009.004_0004

Cozzarin, B., & Percival, J. (2021) Differential effect of training on new versus improved innovation. *Economics of Innovation and New Technology*. Online: Jan 2021. doi: 10.1080/10438599.2020.1868061

Percival, J., & McGregor, C. (2016). An Evaluation of Understandability of Patient Journey Models in Mental Health. *JMIR Human Factors*, 3(2), e20. doi:10.2196/humanfactors.5640

Percival, J. (2016). A visual process model for improved technology-based service design. *International Journal of Process Management and Benchmarking*, 6(2), 170. doi:10.1504/IJPMB.2016.075600

Cohn, S., Gander, B., Percival, J., & Koplyay, T. (2016). Managing Progress Towards Intelligent Community Status with the i-CAT Assessment Tools. *Journal of the Knowledge Economy*, 7(1), 172–192. doi:10.1007/s13132-014-0208-5

Percival, J., DiGiuseppe, M., Goodman, B., LeSage, A., Longo, F., De La Rocha, A., Hinch, R., Samis, J., Sanchez, O., Rodrigues, A., Raby, P. (2016). Exploring factors facilitating and hindering college-university Pathway Program completion. *International Journal of Educational Management*, 30(1), 20–42. doi:10.1108/IJEM-04-2014-0051

Fontana, N., Percival, J., White, K., & Goodman, B. (2015). Exploring the efficiency of automated vitals collection. *Healthcare Information Management & Communications Canada*, 29(3). Available at: <http://www.healthcareimc.com/main/exploring-the-efficiency-of-automated-vitals-collection/>

Percival, J., Goodman, B., LeSage, A., Longo, F., DiGiuseppe, M., De La Rocha, A., Samis, J., Hinch, R., Sanchez, O. (2015). Exploring Student and Advisor Experiences in a College-University Pathway Program: A Study of the Bachelor of Commerce Pathway. *Canadian Journal of Higher Education*, 45(4), 400–422. Available at: http://journals.sfu.ca/cjhe/index.php/cjhe/article/view/184499/pdf_49

Percival, J., McGregor, C., Percival, N., & James, A. (2015). Enabling the integration of clinical event and physiological data for real-time and retrospective analysis. *Information Systems and E-Business Management*, 13(4), 693–711. doi:10.1007/s10257-014-0232-9

LeSage, A., Samis, J., Hinch, R., Longo, F., DiGiuseppe, M., Goodman, B., Percival, J., De La Rocha, A., Rodrigues, A., Sanchez, O. (2014). Pathways from College to University: A Social Science Example from Ontario. *College Quarterly*, 17(1). Available at: <http://collegequarterly.ca/2014-vol17-num01-winter/lesage.html>

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Other Articles

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Percival, J. (2016). Effective Change Management. *Pan European Network: Government*, Issue 18, 236-237. Available at: <http://www.paneuropeannetworkpublications.com/GOV18/#236>

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K. Chandra, S. Tripathy, C. Thompson, T. Yu, J. Percival, H. Liu, T. Kershaw and M. Denis, "Engaging graduate students as co-creators of educational modules on an interdisciplinary topic", *ASEE 2022 conference* (2023).

Webb, Shannon, van Oostveen, Roland, Barber, Wendy, Percival, Jennifer, Childs, Elizabeth "Co-creation of the Digital Space: Examining the use of web-based tools in Fully Online Learning Community (FOLC) environments." *EdMedia+ Innovate Learning*. Association for the Advancement of Computing in Education (AACE), 2019.

Webb, Shannon, van Oostveen, Roland, Barber, Wendy, Percival, Jennifer, Childs, Elizabeth "Examining the use of Web-Based Tools in Fully Online Learning Community Environments." (2018).

Percival, J., Harvel, G., Stokes, J., Zakoor, J., & Shah, A. (2016). Development of a University/College pathway for academic success remediation. In Higher Education in Transformation Symposium 2016.

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Rai, A., McGregor, C., & Percival, J. (2010). The use of Technology to Support a Patient's Journey: A Case Study of Indian Neonatal Intensive Care Units. In Proceedings of the Advances in Health Informatics Conference 2010.

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MacDougall, C. E., Percival, J., & McGregor, C. (2009). Integrating health information technology into clinical guidelines. In 2009 Annual International Conference of the IEEE Engineering in Medicine and Biology Society (pp. 4646–4649). IEEE. doi:10.1109/IEMBS.2009.5332653

Percival, J., **Zhang, J.,** & Cozzarin, B. (2009). A Complementary Analysis of Impact of Training Practices on Return on Investment. In Proceedings of the IAMB 2009 Conference. New Orleans, Louisiana.

Catley, C., McGregor, C., Percival, J., Curry, J., & James, A. (2008). Multi-dimensional knowledge translation: Enabling health informatics capacity audits using patient journey models. In 2008 30th Annual International Conference of the IEEE Engineering in Medicine and Biology Society (pp. 1502–1505). IEEE. doi:10.1109/IEMBS.2008.4649453

McGregor, C., Percival, J., Curry, J., Foster, D., Anstey, E., & Churchill, D. (2008). A structured approach to requirements gathering creation using PaJMa Models. In 2008 30th Annual

International Conference of the IEEE Engineering in Medicine and Biology Society (pp. 1506–1509). IEEE. doi:10.1109/IEMBS.2008.4649454

McGregor, C., **Smith, K.**, & Percival, J. (2008). Women in biomedical engineering and health informatics and its impact on gender representation for accepted publications at IEEE EMBC 2007. Conference Proceedings : Annual International Conference of the IEEE Engineering in Medicine and Biology Society. IEEE Engineering in Medicine and Biology Society. Conference, 2008, 2881–4. Available at: <http://www.ncbi.nlm.nih.gov/pubmed/19163307>

Percival, J. (2008). Complementarities between information sources to support the implementation of advanced manufacturing technologies. In 2008 4th IEEE International Conference on Management of Innovation and Technology (pp. 1319–1324). IEEE. doi:10.1109/ICMIT.2008.4654562

Percival, J., & Percival, N. (2008). Engineering Students' Perception of Mobile Learning. In Proceedings of the World Congress on Engineering and Computer Science 2008.

Percival, N., Percival, J., & Martin, C. (2008). The Virtual Invigilator: A Network-based Security System for Technology-enhanced Assessments. In Proceedings of the World Congress on Engineering and Computer Science 2008.

Book Chapters

Johnson, K., McGregor, C., & Percival, J. (2013). Decision Support and Data Analytics. In B. Adamson (Ed.), *Fundamentals of Health Information Management*, 2nd Edition. Ottawa: Canadian Healthcare Association.

Percival, N., Percival, J., & Martin, C. (2010). A Conceptual Model for a Network-Based Assessment Security System. In M. Amouzegar (Ed.), *Advances in Machine Learning and Data Analysis: Volume 48 of the series Lecture Notes in Electrical Engineering* (pp. 217–230). Springer Netherlands. doi:10.1007/978-90-481-3177-8_15

Percival, J., Catley, C., McGregor, C., & James, A. (2009). A Design for Modelling the Impact of Information and Communication Technologies on Patient Journeys in Neonatal Intensive Care Units. In *Intelligent Patient Management* (pp. 147–169). Berlin, Heidelberg: Springer Berlin Heidelberg. doi:10.1007/978-3-642-00179-6_9

Research Reports

Claydon, T., & Percival, J. (2014). Examining the Use and Learning Outcomes of Tablet Devices in Higher Education. Toronto.

Longo, F., LeSage, A., DiGiuseppe, M., Goodman, B., Percival, J., Rocha, A. D. La, ... Samis, J. (2013). Barriers to Pathway Completion. Oshawa, Ontario.

Percival, J., & Cozzarin, B. (2010). The Longitudinal Return on Investment on Training to Support Innovation in the Workplace.

Presented at Peer Reviewed Conferences

Percival, J. & Percival, N. "Mitigating Information Security Risk through Process Modeling" Healthcare Systems Process Improvement Conference 2017, March 2017

Stokes, J., Harvell, G., Percival, J., Shah, A., Zakoor, J. "Development of a University/College Pathway for Academic Success Remediation" *2016 Association of Registrars of Universities and Colleges of Canada Conference*, June 2016.

Stokes, J., Harvel, G., Percival, J., Zakkor, J., Shah, A. "Development of a University/College Pathway for Academic Success Remediation" *ONCAT's 2016 Student Pathways in Higher Education Conference*, April, 2016.

Percival, J., **Jowitt, I.**, McGregor, C. "Using PaJMA as a structure method for Health Informatics integration and audits" *21st International Forum on Quality and Safety in Healthcare*, April 2016.

Percival, J., Mior, S., **Sukhera, S.** "Shifting the focus to patient-centered improvement: A Canadian case study" *13th World Federation Chiropractic Congress*, May 2015.

Percival, J., **Sukhera, S.** "Patient Journey Modeling using various mapping techniques to improve quality between clinical settings" *2015 Healthcare Systems Process Improvement Conference*, February 2015

Percival, J., Mior, S., Rutherford, S., **Sukhera, SA.** "Demonstrating the use of PaJMA in Chiropractic Care to Improve Patient Safety and Enhance Communications", *Association of Chiropractic Colleges Educational Conference – Research Agenda Conference*, March 2014.

Percival, J, et al. "Exploring Student and Advisor Experiences in a College-University Pathway Program", *Second Annual Student Pathways in Higher Education Conference*, February 2013.

Percival, J., McCabe, M., McGregor, C. "Integrating Information Systems into PaJMa to Support the Integration of e-Health Systems" *Informa Annual Meeting*, October 2012.

McCabe, M., Percival, J., McGregor, C., and S. Brown "Patient Journey Modeling – A Patient-Centered Alternative to Traditional Workflow Analysis", *2012 QuadraMed User Group Conference*, July 2012.

Taylor, R., Percival, J., McGregor, C. "A Comparison of data collection techniques and their effectiveness for process improvement in Healthcare" *INFORMS Healthcare 2011*.

Percival, J., McGregor, C. "Extending the Patient Journey Modeling Architecture (PaJMa) Framework to integrate e-health systems" *INFORMS Healthcare 2011*.

Rai, A., J. Percival, and C. McGregor "Using Conceptual Models to Make Positive Changes in the Attitude of Physicians Towards EHR Implementations", *Canadian Health Information Management Association Conference*, June 2010.

Percival, J., Vogel, E., and Muirhead, B. "Exploring Faculty Perceptions of Telecommuting: It's more than the technology", *What Really Works: Strategies to Improve Teaching and Learning*, November 2009.

Percival, J.C. and B. Muirhead “The impact of e-learning resources in enhancing student academic success in blended learning environments”, ISSOTL (International Society for the Scholarship of Teaching and Learning), Sydney, Australia, July 2007.

Aruliah, D. Buono, P-L., Caoile, J., Lewis, G., Muirhead, B., and Percival, J. “Mathematics Learning Objects in Undergraduate Math Education”, Canadian Mathematical Society, Summer meeting, June 2007.

Percival J.C., Muirhead, B. and E. Vogel “Studies of Student Use of Information And Communication Technologies And e-Learning Tools”, Nursing Computer and Technology conference, San Francisco, June 2007.

Percival, J.C. and B. Muirhead “Prioritizing e-learning tools and resources in hybrid learning environments”, Canadian Association for Distance Education/Association for Media and Technology in Education in Canada Conference, Winnipeg, May 2007.

Percival, J.C. “Students' Perceptions and Use of e-Learning Tools: A Case Study” Canadian Higher Education Information Technology Conference, Dalhousie University, Halifax, April 2006.

Selected Invited Talks & Conferences

Percival, J, Leading in Uncertainty, invited speaker, Wood County Rotary Club, 2025.

Percival, J, Working with Advisory Boards, AACSB Dean’s Conference, New Deans Affinity Group, 2025.

Percival, J, Financial Models for Student Engagement, AACSB ICAM Conference, New Deans Affinity Group, 2024.

Percival, J, Leading Through Growth, Future Deans Speaker Series invited speaker, Women in Business Education 2024.

Percival, J, et al., Navigating the role as a new Dean, AACSB Dean’s Conference, New Deans Affinity Group, 2024.

Vogel, M, Percival, J, and Boelman, V., Being effective in a complex environment, Health Systems Process Improvement Conference, January 2022.

Percival, J. and Sugrue, Kelly, Storytelling for Process Improvement, Women in Business Education Momentum Summit, October 2021.

Richtermeyer, Sandra, Haynes-Baratz, Michelle, and Percival, J. Developing a Culture of Inclusive Leadership, Women in Business Education Momentum Summit, October, 2021

Percival J. Invited Panelist – Engaging Undergraduate Students Virtually and What Can We Expect Post-COVID?, Jindal School of Management’s 2021 Undergraduate Deans Conference, March 2021

Percival J. Invited Panelist Differentiate Your School: Honors, Undergraduate Research Programs and Senior Capstone Projects, Jindal School of Management's 2021 Undergraduate Deans Conference, March 2021

Percival J. Invited Panelist Regional Focus – Americas, Quality Assurance Academy How To Webinar, June 2020

Percival J. Talk Chair - Careers in Health Systems - Panel Discussion, IISE annual Conference & Expo 2017, Pittsburgh, May 22, 2017

Percival J. Invited Talk - Exploring the role of industrial engineering in Healthcare, *Waterloo IIE Student Regional Conference, January 22, 2016*.

White K., Percival J., **Fontana N.**, Williams D., Principe M. Evaluating the efficiency of electronic collection of patient vitals: an Oshawa Clinic case study, *Telus Health User Conference, April-May 2015*.

Percival J., McGregor C. Invited Speakers, E-Health Ontario, November 2014.

Percival J., **Claydon, T.** Ontario Human Capital Research and Innovation Symposium, Strategic Policy and Programs Division, Ministry of Training, Colleges and Universities, October 2014.

Percival J. Invited Panelists for Institute of Public Policy, November 2013

Percival, J. "Exploring trends in patient journey modeling to support the implementation of health technologies", IMIPCC, May 2010.

Percival, J., Vogel, E., and B. Muirhead "Exploring the Human Side of Telecommuting: Faculty Perceptions", HETRU Rounds, December 2009.

Percival, J.C., and B. Muirhead "Studies of Student Use of Information, Communication Technologies and e-Learning Tools in Health Sciences" HETRU Rounds, April 2008

Percival, J.C. "The use of Technology in Introduction to Finance", The Changing Face of Finance Education – Spring 2007, Toronto, April 2007.

Percival, J.C. "Using Technology to Keep Students Motivated", The Changing Face of Management Education – Spring 2007, New Orleans, March 2007.

Percival, J.C. "The Developing Role of Technology in Teaching Management", The Changing Face of Management Education – Fall 2006, Arizona, November 2006.

Percival, J.C. "Using Technology to Keep Students Motivated", The Changing Face of Management Education – Fall 2006, Arizona, November 2006.

Percival, J.C. "Using Camtasia Studios for student learning" Presented to the University of Ontario Institute of Technology lunch seminar series, Oshawa, October 2005.

Percival, J.C. "Complementarities in the Implementation of Advanced Manufacturing Technologies" Presented to the University of Waterloo Graduate Research Conference, Waterloo, April 1, 2004.

Percival, J.C. "Complementarities Between Advanced Manufacturing Technologies and Organizational Practices" Presented to Statistics Canada Research Fellowship Presentation Series, Ottawa, January 22, 2004.

Volunteer Leadership Experience

September 2024 – Present **Advisory Board Member**

Toledo Public Schools Jones Leadership Academy of Business

- Work with High School and Community Leaders to develop opportunities in business for students.
- Support access to dual enrollment and university credit transfers classes.
- Provide guidance and experiential opportunities to minorities and first-generation students to persist in secondary education and transition into higher education.

September 2024 – Present **Board Member**

Toledo Regional Chamber of Commerce

- Work with business and community leaders to opportunities in business for students and workforce development for regional economy.

February 2021 - Present **Board Member**

Society for Health Systems

- Liaison to the Experienced Professional Community (2021)
- Liaison to the Strategic Education Committee (2022)
- Liaison to the Academic & Student Committee (2024 -)

September 2018 – June 2022 **Advisory Board Member**

Haverhill High School NAF Academy of Finance

- Work with High School and Community Leaders to opportunities in accounting for students.
- Provide guidance and experiential opportunities to minorities and first-generation students to persist in secondary education and transition into higher education.

February 2015 - Present **Committee Member**

Academic and Student Committee - Society for Health Systems

- Provide connection between the academic community and the society.

September 2018 – June 2020 **School Council Member**

Florence Roche Elementary School

- Work with the senior leadership team of the school on strategic planning and budgeting
- Advise senior leadership team on parent and community engagement initiatives
- Represented parents on the planning and design workshops for the new building

- February 2017 – February 2018 **Chair, Academic and Student Committee**
 Academic and Student Committee - Society for Health Systems
- Directed the committee's work in bring students and academics together with professional members to improve health systems.
- September 2016 – June 2017 **Program Advisory Committee Member**
 Health Information Management Program Advisory Committee – Fleming College, Peterborough, Ontario
- Advise program faculty and leadership on the integration of the associate's degree with bachelor programs.
- September 2016 – June 2017 **Team Manager**
 Oshawa Turul 2009 & 2006 Boys Rep Soccer Team, Oshawa, Ontario
- Responsible for communications between and co-ordination of all players, parents, and coaches.
 - Coordinate all financial transactions of the team, including the collection of fees, payments to the League, tournaments, and coaches.
- September 2014 – August 2015 **Team Manager**
 Oshawa Kicks 2006 Boys Rep Soccer Team, Oshawa, Ontario
- Responsible for communications between and co-ordination of all players, parents, and coaches.
 - Coordinate all financial transactions of the team, including the collection of fees, payments to the League, tournaments, and coaches.
- February 2010 – June 2012 **Business Strategy Advisor**
 Aquavion, Pickering, Ontario
- Coordinating market research for evaluation of potential market entry opportunities.
 - Coordinating student training and collaboration between engineering and commerce students.
- July 2009 – June 2015 **Director (Board Secretary July 2013 – June 2015)**
 Boys and Girls Club of Durham, Oshawa, Ontario
- Chair for the development of survey tools and strategic planning process.
 - Chair of the IT Committee and online registration system project.
 - Create links between the university and the organization.
- July 2009 – June 2011 **Member – Board of Directors**
 Centre for Evaluation and Survey Research, University of Ontario Institute of Technology, Oshawa, Ontario
- Actively engaged in the initial founding of the centre.
 - Provided guidance on the design and planning of services.
 - Ensured that the centre's operations were compliant with the university's financial, ethical, and legal obligations.
- April 2006 – April 2009 **Secretary, Executive Committee**
 Durham Region Board of Approved Basketball Officials, Durham Region, Ontario
- Managed the formal records of the association.
 - Collaborated with other members of the executive committee to ensure that all operations of the association meet the needs of both the member officials and the client organizations.

Certificates and Diplomas

Salesforce AI and Agentforce Digital Badges – 2025

4 Seasons of Reconciliation

First Nations University of Canada – December 2021

Human Subjects Research CITI Training

University of Massachusetts Lowell – February 2021

WAVES Active Bystander Training

University of Massachusetts Lowell – October 2019

UOIT Health and Safety Supervisor Training

University of Ontario Institute of Technology – March 2014

Accessibility for Ontarians with Disabilities Act and the Accessible Instruction for Educators

University of Ontario Institute of Technology – February 2013

Certification for Mental Health Awareness Program

Mindsight, University of Ontario Institute of Technology – March 2010

Certificate for the Introductory Tutorial for the Tri-Council Policy Statement: Ethical Conduct for Research Involving Humans (TCPS)

Interagency Advisory Panel on Research Ethics – October 2007

Certificate in Adjudicative Tribunal Training

*Centre for Higher Education Research and Development,
University of Manitoba – November 2004*

Certificate of University Teaching

University of Waterloo, Waterloo, Ontario, June 2004

Workshops Attended: Exam Preparation, Group Work in the Classroom, Receiving and Giving Feedback, Academic Publishing, Course Design, & Teaching Dossier

Diploma in Operational Research

Canadian Operational Research Society, June 2003

Honors & Awards

- Society for Health Systems Diplomate (2021)
- 2020 Excellence Collaboration Award – UML (2018)
- UOIT Team Award – Member of the UOIT Blackboard Team (2013)
- Best Paper - World Congress on Engineering and Computer Science (2008)
- ACE Canada (now Enactus) – Rookie Faculty Advisor of the Year Award (2007)

Professional Affiliations, Activities, and Development

2022 – Present	Mid America Business School Deans Association Board of Directors (2023 -) At large Member (2023-2024) Secretary (2024-2025) Vice President (2025- Present)
2017 – Present	AACSB New Deans Affinity group (2022 -) Chair (2023 - 2025) Past-Chair (2025 -) Associate Deans Affinity group (2017-2022) Steering Committee member (2021-2022) Online Learning Affinity group WAME Affinity group
2020 – Present	Where Imagination Builds Excellence (WiBE) Dean Member (2022 -) Associate Dean Member (2020-2022) Annual Conference Steering Committee member (2022)
2015 – Present	Society for Health Systems Board of Directors (2021 – Present) Member of Academic Committee Chair - Academic and Student Committee 2017
2015 – Present	Institute of Industrial Engineers
2009 – Present	Association of Innovation Professionals member
2008 – Present	IAENG member
1999 – Present	INFORMS member
2020	BSIS Virtual Symposium series
2020	Quality Assurance Academy How To seminar series
2017 – 2019	AACSB Associate Deans Conference
2019	AACSB ICAM Conference Hosted Associate Dean dinner
2017, 2019	Innovations in Undergraduate Business Education Conference
2018	Innovations in Graduate Business Education Conference
2018	Assurance of Learning Seminar I: Foundations and Fundamentals
2018	Assurance of Learning Seminar II: Data, Decision Making, and Continuous Improvement
2010 – 2017	Canadian Operations Research Society Executive Board Member (2010-2012) Health SIG member
2007 – 2017	UOIT Health Education Technology Research Group
2016	Business Transfer Committee Member – Ontario Council of Articulation and Transfer

2016	Research Proposal Reviewer, Michael Smith Foundation for Health Research
2015 – 2016	Healthcare Information and Management Systems Society
2015	Reviewer – Durham College Bachelor of Technology Health Management for the Ontario Provincial Education Quality Assessment Board (PEQAB)
2015	EFMD Global Network Americas Annual Conference
2015	Canadian Federation of Business School Deans (CFBSD) Annual Deans Meeting, Quebec City
2015	CFBSD Associate Deans & Research Annual Meeting, Ottawa
2014	PaJMa Course - Kingston
2014	CFBSD Annual Deans Meeting, Guelph
2014	CFBSD Associate Deans & Research Annual Meeting, Montreal
2013	CFBSD Annual Deans Meeting, Saskatoon
2013	CFBSD Associate Deans & Research Annual Meeting, Toronto
2012	CFBSD Annual Deans Meeting, Ottawa
2008 – 2012	IEEE member

Conference Program Committees

- Program Planning Committee member – Great Lakes AI Week (2025 - Present)
- Technical Program Committee member –IEEE International Conference on Industrial Engineering and Engineering Management (2009 – 2021)
- Conference Organizations Committee, Health Systems Process Improvement Conference (2018 – Present)
- Reviewer for World Multi-Conference on Systemics, Cybernetics, and Informatics 2018
- Conference Organizing Committee, Health Systems Track Co-Chair – ISERC 2017
- Conference Organizing Committee, Academic Track Chair – Society for Health Systems 2017
- Technical Program Committee – First International Workshop on Cyber Healthcare 2016
- Technical Program Committee – Third International Workshop on Privacy and Security in HealthCare 2016
- Program Committee – International Symposium on Higher Education in Transformation, 2015-2016
- Reviewer – 48th Annual Hawaii International Conference on System Sciences
- Technical Program Committee member - First International Workshop on Privacy and Security in HealthCare 2014
- Technical Program Committee member - Conference, Competition and Exhibition 2014
- Reviewer – 2014 European Conference on Information Systems
- Technical Program Committee member – 2011 IEEE Engineering Medicine and Biology Conference, 2011
- Technical Program Committee member – IEEE International Conference on Quality and Reliability, 2011
- Technical Program Committee member – IEEE International Technology Management Conference, 2011 - Present.

- Chair – Inaugural Symposium on Interprofessional Modeling for Improved Patient-Centric Care December 2009 - May 2010.
- Technical Program Committee member – 5th IEEE International Conference on Management of Innovation & Technology – Singapore, October 2009 - June 2010.
- Technical Program Committee member – FuturePlay - Vancouver, March - May 2010.
- Program Committee member – What Really Works: Strategies to Improve Teaching and Learning – 2009.
- Co-chair – 2009 IEEE Toronto International Conference Science and Technology for Humanity – Symposium on Technology Management - Toronto February – September 2009
- Co-chair – 2009 IEEE Toronto International Conference Science and Technology for Humanity – Information and Knowledge Management in the Health Sector - Toronto February – Sept. 2009
- Technical Program Committee member – 4th IEEE International Conference on Management of Innovation & Technology - Bangkok March, Oct 2008.
- Program Committee member – IEEE Services Computing Conference 2005 - Special Track on Service Provisioning Strategies, Orlando, July 2005.

Journal Reviewer

- Guest Editor for IISE Transactions on Healthcare, Special Issue (2023-2024)
- Reviewer for Research Policy (2019 –)
- Reviewer for Higher Education Research & Development (2019 –)
- Reviewer for Scandinavian Journal of Educational Research (2019)
- Reviewer for International Journal of Business and Management (2019)
- Reviewer for Studies in Higher Education (2019 –)
- Reviewer for Business Process Management Journal (2019 –)
- Reviewer for Computers & Education (2018 –)
- Reviewer for Journal of Healthcare Informatics Research (2018 –)
- Reviewer for Journal of Medical Internet Research (2018 –)
- Reviewer for Journal of Theoretical and Applied Electronic Commerce Research (2017 –)
- Editorial Review Board for International Journal of Business and Management (2015 –)
- Editorial Review Board for Technology Innovation Management Review (2013 –)
- Editorial Board Member for International Journal of Technology and Management (2012 –)
- Reviewer for Journal of the Knowledge Economy (2014 –)
- Reviewer for International Journal of Production Economics (2013 –)
- Reviewer for Decision Science (2013 –)
- Reviewer for International Journal of Value Chain Management (2013)
- Reviewer for Industry and Innovation (2013 –)
- Reviewer for Int'l Journal of Healthcare Information Systems and Informatics (2012 –)
- Reviewer for Canadian Journal of Transportation (2011)
- Reviewer for International Journal of Technology and Engineering Management (2010–)
- Reviewer for IEEE Transactions on Services Computing (2008 – 2009)
- Reviewer for Jet-M Special Issue (2009 – 2010)
- Reviewer for International Journal of Engineering Education Special Issue (2009)

- Reviewer for the Journal of Theoretical and Applied Electronic Commerce Research: Special Issue on e-Health (2009)

Teaching Philosophy:

I believe in an interactive approach to teaching. In my experience, students who interact and are able to respond to questions form a better understanding of the fundamental concepts required to use the material outside the classroom. I focus on teaching the students how to use the concepts and apply them to problems they encounter in their everyday activities. This approach allows students to better understand how to apply the concepts and motivates them to learn. Some students unaccustomed to this method find it difficult to adjust, but with encouragement, they rise to the challenge and begin to initiate the discussions themselves. However, it must be noted that an effective teacher must be able to adjust to the needs of the class. The primary goal is to teach students and enable them to learn the tools necessary for them to succeed. I believe it is my responsibility to find an effective way to do this.

Academic Interests:

- Information Systems and Informatics
- Health Informatics
- Management Sciences and Operations Management
- Management of Technology
- Business Process Modeling and Simulations

Select Teaching

Innovation Management, UOIT, Faculty of Business and Information Technology

Course about the strategic use of innovation in organizations and how to manage innovation to improve organizational competitiveness. Concepts are taught and applied using a case study approach and different assignments and projects for each phase of innovation management.

- Responsible for design of the course
- Facilitated engaging discussions through the inclusion of current issues and hands-on application of various techniques and concepts using simulations
- Aided students with problem solving & critical thinking to understanding the opportunities for leveraging innovation management models to improve understanding and successful diffusion of process innovations

Operations Management, UOIT, Faculty of Business and Information Technology

Core course about the use of operations management techniques in all organizations.

Methodologies are taught and applied using a variety of questions and scenarios with a focus on both manufacturing and service organizations.

- Responsible for the redesign of the course into a hybrid (half online- half face to face) learning model
- Integrated case based learning and experiential learning through simulations into the course pedagogy
- Aided students with problem solving & critical thinking to understanding the opportunities for leveraging operations management models

Services Management, DHBW, Bachelor of Science - Business Informatics – Sales and Consulting specialization program, UMass Lowell

Course about the use of operations management techniques in service organizations and effective service design. Methodologies are taught and applied using a variety of questions and scenarios with a focus on international service organizations.

- Responsible for design of the course to an interactive, synchronous, online format
- Integrated case based learning and experiential learning through simulations into the program pedagogy
- Aided students with problem solving & critical thinking to understanding the opportunities for leveraging operations management models to improve understanding and service management

Optimization - MBA, UOIT, Faculty of Business and Information Technology

Course about the use of optimization techniques in organizations. Methodologies are taught and applied using a variety of questions and scenarios.

- Responsible for design of the course
- Aided students with problem solving & critical thinking to understanding the opportunities for leveraging optimization models to improve understanding and operations management

Information Systems, UOIT, Faculty of Business and Information Technology

Course about the different factors that affect information systems and the strategic use of technology in organizations. Concepts are taught using a case study approach.

- Responsible for design of the course (face to face, blended, and online versions)
- Responsible for planning and facilitating course curriculum
- Aided students with problem solving & better understanding the curriculum
- Responsible for the creation of custom textbook for the course

Discrete Event Simulation Modeling, UOIT, Faculty of Business and Information Technology, Undergrad, MBA and MHSc

Course about the strategic use of simulation modeling in organizations and how to use simulations to improve organizational understanding. Concepts are taught and applied using a case study approach and different assignments and projects for each research area.

- Responsible for design of the course
- Facilitated engaging discussions through the inclusion of current issues and hands-on modeling of various organizational applications
- Aided students with problem solving & critical thinking to understanding the opportunities for leveraging simulation models to improve understanding and predictive forecasts

Information Systems - MBA, UOIT, Faculty of Business and Information Technology

Course about the strategic use of technology in organizations and how to use information systems to obtain a competitive advantage. Concepts are taught and applied using a case study approach.

- Responsible for design of the course
- Facilitated engaging discussions through the inclusion of current issues in information systems
- Aided students with problem solving & critical thinking to understanding the strategic importance of information systems

External Environment of Business, UOIT, Faculty of Business and Information Technology

Course focused on the external stakeholders that affect the operation and profitability of an organization. Concepts are taught using a variety of e-learning tools and online resources including simulations, journal articles, and recent news publications.

- Responsible for redesign of course
- Responsible for planning and facilitating course curriculum
- Created reading list for all topics as no textbook was available
- Facilitated group discussions and peer review and feedback

Organizational Behaviour, UOIT, Faculty of Business and Information Technology

Hybrid course focused on group-based learning about the different factors that effect organizational behaviour. Concepts are taught and applied using a case study approach and a blend on online and face-to-face teaching methods.

- Responsible for designing the hybrid course
- Responsible for planning and facilitating course curriculum
- Aided students with problem-solving & better understanding the curriculum
- Responsible for the creation of web-based learning tools and activities

Human Resources Management, UOIT, Faculty of Business and Information Technology

Group-based learning course about the different factors that effect organizational behaviour. Concepts are taught and applied using a case study approach.

- Responsible for designing the course
- Responsible for planning and facilitating course curriculum
- Aided students with problem-solving & better understanding of the curriculum

Thesis/Project Supervision

Post-Doctoral Fellows

- Karthik Sankaranarayanan, September 2012 – July 2013.

PhD Students Complete

- Kamaleswaran, R., “Dynamic Visual Analytics of Streaming Data”, PhD Committee Member, 2012 – 2017

Masters Students Completed

- Sukhera, S., “Evaluating the Use of Patient Journey Modeling for Process Improvement in Chiropractic Healthcare”, Primary Supervisor, 2013 – 2017
- Vica, C., “Evaluating the Effectiveness of E-learning for Nursing Skills Development”, Primary Supervisor, 2009 – Winter 2015
- Jowitt, I., “Using Patient Journey Modeling to Support the Design of a Remote Intensivist Consultation System for Rural ICUs”, Co-Supervisor, Fall 2010 – Fall 2014 (part-time)
- Oduntan, James, “Evaluating e-Health tools for self-management of mental health”, Primary Supervisor, Fall 2012 – Fall 2014
- Aamir, A. “The strategic use of IS to support blended learning environments”, Committee member – 2012 – 2013
- Etherington, S., “Operation Management metrics for improved inventory control on made to order production,” committee member, Fall 2011 – Winter 2014 (Part-time)
- Ahmed, M., “Understanding Barriers to the use of Mobile Glucose Monitoring Applications”, Primary Supervisor, Fall 2012 – Winter 2014
- Joshi, A., “Using Patient Journey Modeling to Effect Perceptions of Electronic Medical Records: An Interprofessional Case Study at Ontario Shores”, Primary Supervisor, 2009 – 2014 (part-time)
- White, K, “Implementing Electronic Health Records: Oshawa Clinic Group Case Study”, Primary Supervisor, 2012 –2013
- Regts, M., “Simulations in Health Care”, Supervisory Committee Member, 2010 – 2012
- Vaillancourt, C., “Glycemic control in adults with diabetes receiving peritoneal dialysis in Ontario”, Supervisory Committee Member, 2009 – 2010
- Brooks, M., “A Survey of Algebraic Algorithms in Computerized Tomography”, External Examiner, 2009 – 2010

Examples of Undergraduate Research Supervision

- Mohipatra, Twisha, Honors Thesis, “Understanding the use of social media by first generation students for community building and retention”, 2020-2021
- Supervised 2 undergraduate capstone teams in collaboration with CMCC 2014 – 2015 “Using CCPIM processing modeling to improve technology integration and information flow in Finance, Accounting, and the IT administration departments”.
- Supervised 4 undergraduate exchange students in the Brazilian “Science without Borders” program, “Using business process modeling to develop student-centric processes for university administration”, Summer 2014.
- Flauzino, R., undergraduate exchange students in the Brazilian “Science without Borders” program, “Improving walk-in clinic efficiency: A simulation and process modeling approach”, Summer 2013.
- Cherian, S. “Understanding the Role of Social and Environmental Factors in Patient Journey Modeling”, 2012 – 2013
- Sahdra, S. “Assessing Patient Safety, Unit Functionality, and Accessibility through PaJMa”, 2012-2013.
- Chau, A. “Neonatal Intensive Care Units: A Cross-Cultural Comparison between Canada and China Using Health Capacity Audits and PaJMa Modeling”, 2011 - 2012

- Masih, M. "Using PaJMa to Understand the Difference of Parent Integrated Care in an NICU", 2011 – 2012
- Whately, J. "Process Flow Modeling Techniques and their Impact on Healthcare Professional Engagement in Quality Improvement", 2011 – 2012
- Yang, J. "Understanding the role of collaboration on innovation output", 2012
- McGrath, C., et.al. "Evaluating the Financial Implications of Aviation Designs – SeaStryder Case", 2011, Lenbrook Award Nominee
- Ngro, B., et.al. "Extending PaJMa to the service sector: The Customer Centric Process Improvement Methodology", 2011, Lenbrook Award Winner
- McGrath, C. "Understanding barriers to Innovation in the Service Sector", 2010 - 2011
- Seeman, T., "Understanding faculty perceptions on online learning: experiences, facilitators, and barriers", 2010 – 2011
- Jaffrey, S., "Understanding faculty experiences from the telecommuting pilot at UOIT", 2010 – 2011
- Steadman, A., "Modeling NICU information flows: a comparison of three major hospitals", 2010 – 2011
- Khan, A., Hassan, O., Zaidi, T., Ahmed, J. "Understanding the Market Readiness of the SeaStryder", 2010 – 2011
- Kent, D., et.al "Designing a context based user interface for clinical documentation", 2010 – 2011
- Gorskiy, V., "You Are What You Eat": Exploring Students' Perspectives of an Interactive Website on Nutritional Genomics", 2009-2010
- Loudon, K., "That Explains It!: Student Perceptions on the Effect of Professors Telecommuting", 2009-2010
- Raj, A., "Telecommuting in Higher Education: Views from Senior Administrators", 2009-2010
- MacDougall, C., "Integrating Health Information Technology into Clinical Guidelines", 2008-2009
- Kamaleswaran, R., "Service Oriented Architecture for the integration of clinical and physiological data for real-time event processing", 2008-2009
- Rai, A., "The use of technology to support the patient's journey: a pilot study in Indian Neonatal Intensive Care Units", 2008-2009
- Taylor, L., "HOME-WORKS @ UOIT: Exploring a Telecommuting Option for UOIT Core Faculty", 2008-2009
- Walker, E., Whibley, M., Noble, D., Fitzsimmons, S., Tsatskas, B., Tsatskas, S., Barrens, S. "Evaluation of the Mobile Learning Program at UOIT", 2007-2008