

## **Edmund W. Schuster**

*Citizenship:* American  
*Place of Birth:* Lorain, Ohio

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### **Summary**

- Executive with over 15 years of experience in academic administration and corporate management in the consumer goods industry.
- Specialist in logistics, supply chain, and operations management.
- Expertise in mathematical modeling, strategic planning, finite capacity planning, agriculture, information science, and technology innovation.
- Published author with highly developed research, writing, and presentation skills.

### **Education**

Master's of Public Administration, 1987  
(Concentration in Management Science & Operations Research)  
Theses: "Simulating Warehouse Costs: A Microcomputer Application in Public Administration"  
Gannon University - Erie, PA

Business and Liberal Studies, 1981 - 1983  
Mercyhurst College - Erie, PA

Bachelor of Science in Food Technology, 1980  
The Ohio State University - Columbus, OH

### **Continuing Education and Certification**

CFPIM (Certified Fellow in Production and Inventory Management) APICS – 2000

CIRM (Certified in Integrative Resource Management) APICS - 1994

Executive Development Program for Distribution Managers  
The University of Tennessee - 1988

### **History of Employment**

*Massachusetts Institute of Technology*  
Cambridge, MA

**Research Engineer and Administration, 2007 – current**  
*Field Intelligence Lab*  
Laboratory for Manufacturing and Productivity

**Research Engineer and Administration, 2003 – current**  
*The MIT Data Center Program*  
Laboratory for Manufacturing and Productivity

**Research Consultant, 2002 – 2005**  
*MIT Auto-ID Center & Auto-ID Labs*  
Laboratory for Manufacturing and Productivity

**Director, Affiliates Program in Logistics, 2000 – 2002**  
*Center for Transportation and Logistics*  
Engineering Systems Division

- Built and managed an industrial consortium of 35 companies with focus on logistics, supply chain, and transportation; total budget of \$700 k.
- Planned and executed an annual program of seminars, forums, and executive courses for the Affiliates (7 - 8 programs per year) in areas such as dynamic pricing, spare parts inventory management, customer service and global logistics.

- Recruited first Asian Affiliate, Tata Steel of India; delivered invited lectures in Bangkok and Singapore for the MIT Industrial Liaison Program.
- Initiated, designed, directed and participated in custom two-day seminars for Lockheed Martin, EDS, VW and Unilever.
- Delivered 1.5 day seminar titled “Supply Chain Management: Innovations and Trends” in Taipei and Tokyo plus several presentations to alumni groups.
- Co-initiated new research in Supply Chain Security. Produced and edited an audio library for the Center Web Site featuring leading thinking about supply chain security after the attack of 9/11. Organized a broadcast on the topic as part of NPR radio program, “Marketplace.”
- Co-initiated first case study research in supply chain applications for Auto-ID technology (Gillette), leading a team of three graduate students. Co-authored several articles on this technology.
- Researched, developed and applied new method for harvest modeling involving mathematical optimization of joint probability functions with extensions to short product life cycle inventory management.
- Leading a team, researched and developed an innovative method to improve master production schedule stability. Practical application realized.
- Supervised 11 thesis students in two years. Six are pursuing Ph.D. and professional graduate degrees at MIT, Harvard University, Cambridge University, Ohio State, and Northwestern University. Others are working for Exxon and Silicon Storage Technologies, YCH Group in Singapore, Marubeni Corporation in Japan and MIT.

*Data Spawn, Inc.*

Nashua, NH

**Co-Founder, 2008 - current**

*Ingemynd – The Edmund W. Schuster Literary Agency*

Nashua, NH

**Founder, 2007 - current**

*Cutter Consortium*

Arlington, MA

**Senior Consultant, 2004 - current**

*Business Intelligence Advisory Service*

*ReadyTouch, Inc.*

Menlo Park, CA

**New Venture Start-up Advisor, 2004 – current**

*Welch’s, Inc., Corporate Headquarters*

Concord, MA

**Corporate Manager of Operations Planning, 1999**

Supply Chain Department

**Corporate Manager of Logistics Planning, 1993 - 1998**

Logistics Department

- Led team that planned and controlled Welch’s largest asset worth \$84 million. Also, led multi-function team that contributed \$8 million to the bottom line by reducing inventory. Developed the Juice Logistics Model to aid in rational decision-making.
- Served as member of strategic planning team with mission of streamlining the supply chain. Made recommendations that totaled \$5 million in savings and sparked merger talks with a West coast juice company.
- Co-developed the “harvest planning” model that optimizes the assets employed in receiving and storing grapes resulting in a cost avoidance of \$2 million dollars in capital spending.
- Established the “Continuous Replenishment Planning” program where the vendor manages the re-supply of customers through electronic data exchange. Supervised two analysts who operated the replenishment system for four major customers including Welch’s largest customer, Wal-Mart.
- Designed planning segments for Welch’s ERP system (Prism by Marcam Corporation). Implemented advanced planning system and developed education programs for materials requirements planning as part of corporate re-engineering team.

- Conducted ongoing analysis of the manufacturing network using math-modeling software: determined new plant locations, re-configured shipping territories, assigned plant production and plant shutdowns. Savings from the projects equaled \$0.5 million.
- Created “capacitated MRP” using auxiliary models to supplement the ERP system.

**Supervisor - Production and Inventory Analysis, 1988 - 1993**

Corporate Logistics Department - Westfield, NY

Oversaw the inventory management system for grape juice and crop storage planning across all plants. Supervised co-packing of aseptic juice and variety packs. Established the kosher program for all Welch’s products.

**Inventory Analyst, 1982 - 1987**

Corporate Physical Distribution Department - Westfield, NY

Controlled inventory for corporate wide packed product and supplies worth \$20 million. Designed inventory planning model and targeting system based on statistical expression of customer service. Promoted to this position from production and cook room supervisor at Welch’s largest plant, 1981 - 1982.

*Oscar Mayer, Chef’s Pantry Division*

Sandusky, OH

**Sanitation and Cook Room Supervisor, 1980 - 1981**

Supervised plant sanitation and production of cooked processed meats in a union environment. Managed and coordinated the activities of 15 - 20 employees.

**Consulting Experience**

Lockheed Martin, Estee Lauder, Monsanto, Lillian Vernon, Syngenta, Morgan Franklin Corporation, Roche

## **History of Employment in College Teaching**

Adjunct Faculty, Metropolitan College, 1988  
Gannon University – Erie, Pennsylvania

Lecturer in Management Science, School of Business, 1990 - 1993  
Penn State Erie, The Behrend College – Erie, Pennsylvania

## **Leadership Positions in Learned Societies and Government**

Organizing Committee, *Application of Precision Agriculture for Fruits and Vegetables*,  
International Society for Horticultural Science: Orlando, FL (January 2008).

Specialty Crops Engineering Solutions Working Group, *United States Department of  
Agriculture* (2007 – current).

- Web site design subcommittee
- List of technologies subcommittee
- Specialty crop agriculture, white paper subcommittee
- Literature review subcommittee
- Technology subcommittee

Vice President – Special Projects, *Nashua Chapter of the American Production and  
Inventory Control Society* (APICS, 2003 - current).

National Steering Committee, *Process Industry Specific Industry Group of APICS*  
(2000 - 2003).

National Chair, *Process Industry Specific Interest Group of APICS* (1998 & 1999).

Program Chair, *The Process Industry Technical Conference - Breaking Through  
Capacity Constraints* (1999).

Program Chair, *The Process Industry Technical Conference - Supply Chain  
Integration: Turing Information Into Profits* (1998).

Program Chair, *The Process Industry Technical Conference - Implementing Applied  
Operations Research in Supply Chain Management* (1997).

Program Chair, *The Process Industry Technical Conference - Looking Toward the 21<sup>st</sup>  
Century* (1996).

Co - Chair, *The Process Industry Technical Conference - Optimal Solutions to Dynamic Problems* (1995).

Co - Chair, *The Process Industry Technical Conference - Solving Today's Problems with Tomorrow's Technology* (1994).

Academic Liaison, *Process Industry Specific Industry Group of APICS* (1993 - 1996).

Co - Founder and Associate Director, *Center for Process Manufacturing* (1991 - present).

National Chair, *Process Industry Specific Industry Group of APICS* (1989 & 1990).

National Steering Committee, *Process Industry Specific Industry Group of APICS* (1987-1988).

President, *Erie Chapter of APICS* (1987-1988).

Director - Process Industry Specific Industry Group, *Erie Chapter of APICSy* (1985-1987).

### **Professional Association Membership**

The American Production and Inventory Control Society (APICS)

Council for Supply Chain Management Professionals (CSCMP)

Institute for Operations Research and Management Science (INFORMS)

Institute of Food Technology (Past Member)

### **Research Interests**

Agricultural Systems Productivity, The Asian Megalopolis, Marketing Spatial Diffusion, Data Interoperability, M Language, Web Machines, Semantic Modeling, Auto-ID Technology, Harvest Risk, Lot Sizing for Short Life-Cycle Products, The Practice of Modeling, Supply Chain Risk, Comparative Logistics Systems (Asia vs. USA), Capacitated Material Requirements Planning Systems (CMRP), Process Industry Manufacturing Planning and Control Systems, Logistics Planning Systems and Large

Scale Math Programming, Visualization and Optimization, Computer Simulation and Modeling, Location Science, Optimal Control Theory

### **Thesis Supervision for Meng in Logistics (MIT)**

#### **2000 – 2001 Academic Year**

“The Characteristics of e-Commerce in Japan.”

Kazunari Watanabe, MLog01

Employment - MBA Student, Kellogg School of Management, Northwestern University

“Delivery Cost and Online Retailing.”

I-Han Chen, MLog01

Employment - Industrial Engineer, Silicon Storage Technology

“Purchasing Optimization: A Case Study.”

Tom Albertson, MLog01

Employment - Sourcing Specialist, ExxonMobil Global Services Company

#### **2001 – 2002 Academic Year**

Auto-ID Technology – Gillette Case Study (Dahmen, Dinning and Lam)

“An Exploration of Product Diversion in the Consumer Goods Supply Chain.”

Joseph Dahmen, MLog02

Employment – MBA student, Sloan School of Management, MIT

“Applications of Auto-ID Technology to Gain Supply Chain Process Efficiencies in the Consumer Packaged Goods Industry.”

Mark Dinning, MLog02

Employment – Research Assistant, Auto-ID Center, MIT

“A Study of the Impact of Auto-ID on Shrinkage within the Fast Moving Consumer Goods Supply Chain.”

Nhat-So Lam, MLog02

Employment – MBA student, Sloan School of Management, MIT

“An Exploration of Distribution Network Design for Computer Service Companies.”

Ming Li, MLog02

Employment – Teaching Assistant, MIT



“Logistics System Design for a Chinese Home Appliance Manufacturer –A Case Study of TCL Holding Corporation.”

Ping Wang, MLog02

Employment – Ph.D. candidate at the Ohio State University

“Understanding the Organic Foods Supply Chain – Challenges and Opportunities from Farm Gate to End Consumer.”

Mary Chang, MLog02

Employment – Financial Management, Greenwich, CT

“Stability of the Master Production Schedule under Conditions of Finite Capacity.”

Chatchai Unahabhokha, MLog02

Employment – Ph.D. candidate at the University of Cambridge

“An Exploratory Comparative Study of Third Party Logistics Providers in USA and Singapore.”

Kuang Yuan Ler, MLog02

Employment - Head of the Managing Director's Office, YCH Group, Singapore

#### **2002 – 2003 Academic Year, co-supervised with D.W. Engels and R. Koh**

"Product Traceability in the Pharmaceutical Supply Chain: An Analysis of the Auto-ID Approach."

Attilio Bellman, MLog03

"An Auto-ID Based Approach to Reduce Counterfeiting in the U.S. Pharmaceutical Supply Chain."

Indy Chakrabarti, MLog03

"An Analysis of the Department of Defense Supply Chain: Potential Applications of the Auto-ID Center Technology to Improve Effectiveness."

Elaine M. Lai, Bachelor of Science in Mechanical Engineering '03

#### **2005 – 2006 Academic Year**

“Risk in Agriculture - A Study of Crop Yield Distributions and Crop Insurance”

Narsi Reddy Gayam, MLog06

#### **2006 – 2007 Academic Year**

“Managing Risk in Premium Fruit and Vegetable Supply Chains”

Joshua Matthew Merrill, MLog07

## **Books**

3. Schuster, E.W., S.J. Allen, and H.G. Lee, *THE DATA-DRIVEN ECONOMY: Information Technology for Semantic Connections between Data and Mathematical Models*. in progress (2009).
2. Schuster, E.W., S. J. Allen, and D.L. Brock. *GLOBAL RFID: The Value of the EPCglobal Network for Supply Chain Management*. Berlin: Springer Verlag (2007).
1. Schuster, E. W., D. L. Brock, S. J. Allen, P. Kar, and M. Dinning. "Enabling ERP through Auto-ID Technology." *STRATEGIC ERP EXTENSION AND USE*. Edited by F. Robert Jacobs and Elliot Bendoly, Palo Alto: Stanford University Press (2005).

## **Literary Agency**

THE CHINESE ECONOMY: Mechanism of its Rapid Growth by Prof. Muzhi Zhou; Agent and Editor – Edmund W. Schuster.

## **Refereed Journal Publications**

11. Schuster, E.W., S.J. Allen, H.G. Lee, and C. Unahabhokha, "Master production schedule stability under conditions of finite capacity," under review, *International Journal of Production Research*.
10. Brock, D.L., E.W. Schuster, S.J. Allen, and P. Kar, "An introduction to semantic modeling for logistical systems," *Journal of Business Logistics* 26, no. 2 (2005), pp 97 – 117.
9. Allen, S.J. and E.W. Schuster, "Controlling the risk for an agricultural harvest," *Manufacturing & Service Operations Management* 6, no. 3 (2004): pp 225 – 236.
8. Allen, S.J. and E.W. Schuster, "Managing the risk for the grape harvest at Welch's," *Production and Inventory Management Journal* 41, no. 3 (2000): pp 31 – 36.
7. Schuster, E.W., S.J. Allen and M.P. D'Itri, "Capacitated materials requirements planning and its application in the process industries," *Journal of Business Logistics* 21, no. 1 (2000): pp 169 – 189.

6. D'Itri, M.P., S.J. Allen and E.W. Schuster, "Capacitated scheduling of multiple products on a single processor with sequence dependencies," *Production and Inventory Management Journal* 40, no. 4 (1999): pp 27 - 33.
5. Schuster, E.W. and S.J. Allen, "Raw material management at Welch's," *Interfaces* 28, no. 5 (1998): pp. 13 - 24.
4. Allen, S.J., J. Martin, and E.W. Schuster, "A simple method for the multi-Item, single level, capacitated scheduling problem with set-up times and costs," *Production and Inventory Management Journal* 38, no. 4 (1997): pp. 39 - 47.
3. Allen, S.J. and E.W. Schuster, "Practical production scheduling with capacity constraints and dynamic demand: family planning and disaggregation," *Production and Inventory Management Journal* 35, no. 4 (1994): pp. 15 - 21.
2. Schuster, E.W. and B.J. Finch, "A deterministic spreadsheet simulation model for production scheduling in a lumpy demand environment," *Production and Inventory Management Journal* 31, no. 1 (1990): pp. 39 - 42.
1. Canella, T and E.W. Schuster, "Simulating warehousing costs: a spreadsheet application," *Production and Inventory Management Journal* 28, no. 4 (1987): pp. 1 - 5.

### **Research Award**

2004 E. Grosvenor Plowman Award given by the Council for Supply Chain Management Professionals for best paper (\$1,000).

### **APICS Education and Research Foundation Grant**

Venkataraman, R and E.W. Schuster, "Factors influencing master production schedule stability and their impact on customer service: a process industry application," active applied research project financially supported by the E & R foundation.

## **Refereed Conference Proceedings**

23. Schuster, E.W., Hyoung-Gon Lee, Stuart J. Allen, Pinaki Kar, and Ping Wang, "The open system for master production scheduling: Information technology for semantic connections between data and mathematical models," under review for the *Supply Chain Management Educators' Conference*: Denver, CO (October 2008).
22. Schuster, E.W., "Agricultural supply chains: Track and trace for improved food safety," *Application of Precision Agriculture for Fruits and Vegetables*, International Society for Horticultural Science: Orlando, FL (January 2008).
21. Schuster, E.W., "Global Supply Chain Management and the Chinese Megalopolis," *Japan-China Organization for Business, Academic & Government Partnership* (August 2007).  
This article was published in Japanese
20. Rogers, J.S., H.N. Nigg, I. Clark, D.S. Hart, R. Ehsani, D.L. Brock and E.W. Schuster, "Internet – PDA based survey and modeling systems for agricultural insects and diseases: Integrated fruit-fly, citrus canker, and greening surveys," *Florida State Horticultural Society Annual Meeting* (June 2006).
19. Schuster, E.W., "Auto-ID Technology," *Proceedings of the APICS 47<sup>th</sup> International Conference*: San Diego, CA (2004).
18. Brock, D.L., E.W. Schuster, S.J. Allen and P. Kar, „An introduction to semantic modeling for logistical systems," *Proceedings of the 33<sup>rd</sup> Annual Logistics Educators Conference*: Philadelphia, PA (2004).  
(This paper won the E. Grosvenor Plowman Award for best paper)
17. Li, M, P. Kar and E.W. Schuster, "A Case study of computer service parts inventory management," *Proceedings of the Remanufacturing Special Industry Group of APICS* (2003).
16. Schuster, E.W. and K. Watanabe, "The impact of e-commerce on the Japanese raw fish supply chain," *Proceedings of the 32<sup>nd</sup> Annual Logistics Educators Conference* (2003).
15. Koh, R., E.W. Schuster, I. Chackrabarti, and A. Bellman, "Securing the pharmaceutical supply chain," *MIT Auto-ID Center*, Cambridge, MA (2003).

14. Koh, R., E.W. Schuster and N.S. Lam, "Prediction, detection and proof: An integrated Auto-ID solution to theft," *MIT Auto-ID Center*, Cambridge, MA (2003).
13. Schuster, E.W. and S.J. Allen, "Finite planning models through computer animation," *Proceedings of the APICS 42<sup>nd</sup> International Conference*: New Orleans, LA (1999), pp. 263 - 267.
12. Schuster, E.W. and S.J. Allen, "Visualization and finite capacity planning in the process industries," *Proceedings of the 41<sup>st</sup> APICS International Conference*: Nashville, TN (1998), pp. 118 - 122.
11. Schuster, E.W. and S.J. Allen, "Managing raw materials inventories using capacitated MRP at Welch's," *Proceedings of the Council of Logistics Annual Conference*: Anaheim, CA (1998), pp. 389 - 400.
10. Schuster, E.W. and S.J. Allen, "Capacitated MRP in the process industries: practice and theory in consumer goods manufacturing," *Proceedings of the 40<sup>th</sup> APICS International Conference*: Washington D.C. (1997), pp. 407 - 412.
9. Schuster, E.W., M.P. D'Itri, and S.J. Allen, "Improved supply chain management through mathematical modeling: a process industry case study," *Proceedings of the 39<sup>th</sup> APICS International Conference*: New Orleans (1996), pp. 355 - 362.
8. Schuster, E.W., and S.J. Allen, "A new framework for production planning in the process industries," *Proceedings of the 38<sup>th</sup> APICS International Conference*: Orlando, FL (1995), pp. 31 - 35.
7. Martin, J., S.J. Allen and E.W. Schuster. "Capacity planning in the process industry." *Proceedings of the National Conference of the Decision Sciences Institute*, Honolulu, HI (1994), pp. 1663-1665.
6. Schuster, E.W., and S.J. Allen, "Production planning and scheduling in the process industries using optimal solution methods," *Proceedings of the Congress for Progress*: Hershey, PA (1994), pp. 68 - 81.
5. Allen, S.J., and E.W. Schuster, "Applied hierarchical planning with dynamic inventory buffers," *Proceedings of the APICS Process Industry Symposium*: Cincinnati, OH (1993), pp. 7 - 15.

4. Schuster, E.W., and S.J. Allen, "Plant location planning and analysis in the process industries," *Proceedings of the APICS Process Industry Symposium: Chicago, IL (1992)*, pp. 83 - 86.
3. Schuster, E.W., "Simulating warehouse costs in process oriented manufacturing," *Proceedings of the 1990 APICS Process Industry Symposium: Baltimore, MD (1990)*, pp. 125 - 127.
2. Schuster, E.W., "A tutorial on JIT manufacturing," *Proceedings of the Council of Logistics Management Conference: St. Louis (1989)*.
1. Schuster, E.W., "A logistics application of simulation to determine distribution costs resulting from a forward warehouse operation," *Proceedings of the Winter Simulation Conference: Atlanta, GA (1987)*, pp. 845 - 852.

### **Other Significant Publications**

44. Schuster, E.W., "Specialty Crop Research," Summary of the April USDA Workshop, Self Published (January 2008).
43. Brock, D.L., R.A. Bryant, B. Jacokes, H-G Lee, A.J. Lisy, P. P. Nichols, H.S. Paskov, E. W. Schuster, "An Update for the M Language," *The MIT Data Center*, Cambridge, MA: MIT-DATACENTER-WH-11 (November 2007).
42. Lee, H-G and E.W. Schuster, "MRP as a Service: An Alternative Way to Execute Models for Business Processes." *E-Mail Advisor* (November 2007)).  
(Published by the Cutter Consortium: Arlington, MA)
41. Schuster, E.W., "News and Semantic Technologies," *E-Mail Advisor* (November 2007).  
(Published by the Cutter Consortium: Arlington, MA)
40. Schuster, E.W., "The Inventory Hub," *E-Mail Advisor* (November 2007).  
(Published by the Cutter Consortium: Arlington, MA)
39. Schuster, E.W., "The Asian Megalopolis: Opportunities for Information Technology Growth (Part II)," *E-Mail Advisor* (September 2007).  
(Published by the Cutter Consortium: Arlington, MA)
38. Schuster, E.W., "The Asian Megalopolis: Opportunities for Information Technology Growth," *E-Mail Advisor* (September 2007).  
(Published by the Cutter Consortium: Arlington, MA)

37. Schuster, E.W., "Maintenance Systems: RFID Applications to Service Parts Inventory Management (Part I)," *E-Mail Advisor* (August 2007).  
(Published by the Cutter Consortium: Arlington, MA)
36. Schuster, E.W. "Data Sensors: The Path to Precision Agriculture," *E-Mail Advisor* (June 2007).  
(Published by the Cutter Consortium: Arlington, MA)
35. Schuster, E.W. "EPCglobal Network and RFID: Harvesting the Possibilities," *E-Mail Advisor* (May 2007).  
(Published by the Cutter Consortium: Arlington, MA)
34. Schuster, E.W., S.J. Allen, and D.L. Brock, "Marketing Science and Technology: Part II – Spatial Diffusion" *Executive Update* (April 2007).  
(Published by the Cutter Consortium: Arlington, MA)
33. Schuster, E.W. "The Origins of Intelligent Data Research at MIT," *E-Mail Advisor* (April 2007).  
(Published by the Cutter Consortium: Arlington, MA)
32. Schuster, E.W., S.J. Allen, and D.L. Brock, "Marketing Science and Technology: Part I – Unique Identification" *Executive Update* (March 2007).  
(Published by the Cutter Consortium: Arlington, MA)
31. Schuster, E.W. "Intelligent Data," *E-Mail Advisor* (March 2007).  
(Published by the Cutter Consortium: Arlington, MA)
30. Brock, D.L., Schuster, E.W., and Thumrattanakorn, C., "Multi-Lingual Display of Business Documents," *The MIT Data Center*, Cambridge, MA: MIT-DATACENTER-WH-10 (May 2006).
29. Brock, D.L., Schuster, E.W., and Kutz, Sr., T.J., "An Overview of the M Language," *The MIT Data Center*, Cambridge, MA: MIT-DATACENTER-WH-09 (January 2006).
28. Schuster, E.W. and Brock, D.L., "*Engineering* Marketing Science: Semantic Search," *The Data Center*, Cambridge, MA: MIT-DATACENTER-WH-08 (December 2005).

27. Schuster, E.W. and C. Chandrasekhar, "Driving revenue growth through computer technology" *Business Intelligence Advisory Service*, (September 2005).  
(Published by the Cutter Consortium: Arlington, MA)
26. Inaba, T. and E.W. Schuster, "Meeting the FDA's initiative for protecting the US drug supply," Submitted for publication in *American Pharmaceutical Outsourcing Journal*, Forthcoming.
25. Schuster, E.W., C. Unahabhokha, and S.J. Allen, "Master production schedule stability under conditions of finite capacity," Paper accepted for the poster session of *The Proceedings of the 34<sup>th</sup> Annual Logistics Educators Conference*: San Diego, CA (2005).
24. Chandrasekhar, C. and E.W. Schuster, "User interface design for computing systems," *Business Intelligence Advisory Service*, (September 2005)  
(Published by the Cutter Consortium: Arlington, MA)
23. Schuster, E.W., "Auto-ID technology: Creating an intelligent infrastructure for business," *Business Intelligence Report* 5, no. 9 (2005).  
(Published by the Cutter Consortium: Arlington, MA)
22. Schuster, E.W., Tsou, C., and Williams, J.R., "Improved new product forecasting through visualization of spatial diffusion," *The MIT Data Center*, Cambridge, MA: MIT-DATACENTER-WH-006 (July 2005).
21. Brock, D.L., Miles, S., and Schuster, E.W., "Location and the RFID tag read event: An important data element for supply chain systems," *The MIT Data Center*, Cambridge, MA: MIT-DATACENTER-WH-005 (March 2005).
20. Schuster, E.W. "Coping with data: Creating new semantic links within organizations," *The Cutter IT Journal E-Mail Advisor* (16 February 2005).
19. Schuster, E.W. S.J. Allen, D.L. Brock, and P. Kar, "The future of connective technology: Greater integration through semantic modeling," *Cutter Business Intelligence Report* 5, no. 1 (2005).  
(Published by the Cutter Consortium: Arlington, MA)
18. Schuster, E.W., "Navigating the sea of data," *The MIT Data Center*, Cambridge, MA, MIT-DATACENTER-SA-001 (January 2005).
17. Schuster, E.W., T.A. Scharfeld, P. Kar, D.L. Brock, and S.J. Allen, "Analyzing the RFID tag read rate issue," *The Cutter IT Journal E-Mail Advisor* (22 December 2004).



16. Schuster, E.W., D.L. Brock, S.J. Allen, and P. Kar, "Semantic modeling: A new direction for knowledge management," *Cutter IT Journal* 17, no. 12 (2004).
15. Schuster, E.W., Brock, D.L., Allen, S.J. and Kar, P., "Prototype applications for semantic modeling," *The MIT Data Center*, Cambridge, MA: MIT-DATACENTER-WH-004 (December 2004).
14. Schuster, E.W., T.A. Scharfeld, P. Kar, D.L. Brock, and S.J. Allen, "The next frontier: How Auto-ID could improve ERP data quality," *Cutter IT Journal* 17, no. 9 (2004).
13. Dinning, M and E.W. Schuster, "Getting on board," *APICS – The Performance Advantage* (October 2004),
12. Schuster, E.W. and R. Koh, "To track and trace," *APICS – The Performance Advantage* (2004), MULTI-PART COVER STORY.
11. Engels, D.W., R. Koh, E.M. Lai, and E.W. Schuster, "Improving visibility in the DOD supply chain," *Army Logistician* 37, no. 3 (2004).
10. Schuster, Edmund W. and David L. Brock, "Creating and intelligent infrastructure for ERP," *Published on the APICS homepage* (Spring 2004).
9. Schuster, E.W. and K. Watanabe, "The impact of e-commerce on the Japanese raw fish supply chain," *Logi-Biz* (January 2004).  
(Published in Japanese)
8. Wang, P. and E.W. Schuster, "China's challenge," *APICS – The Performance Advantage*: (May 2003), MULTI-PART COVER STORY.
7. Dinning, M., E.W. Schuster, "Fighting Friction," *APICS – The Performance Advantage*: (February 2003), COVER STORY.
6. Schuster, E.W. and S.J. Allen, "Food and Beverage Manufacturing," *APICS – The Performance Advantage*: (September 2000), pp. 48 – 49.
5. Schuster, E.W., "You can't remove cultural barriers," *Transportation and Distribution Management*: (June 1991), pp. 43 - 45.
4. Gardner, E.S., "Making qualities count," (Introduction by E.W. Schuster) *Lotus*: (January 1991), pp. 53.

3. Schuster, E.W. and A.R. Canella, "Welch's simulates warehousing costs for process - oriented manufacturing," *Corporate Controller*: (September/October 1990), pp. 34 - 37.
2. Schuster, E.W., "Japan's distribution system poses challenge to American businesses," *Erie Daily Times*: (August 2, 1990).
1. Schuster, E.W. and B.J. Finch, "Inventory control and the just in time philosophy," *Lotus*: (May 1990), pp. 44 - 49.

### **Newsletter Articles**

31. Inaba, T. and E.W. Schuster, "Making health care delivery more efficient," APICS eNews (2005).
30. Schuster, E. W. and R. Koh, "Who handles your medicine?" APICS eNews (2004).
29. Schuster, E. W., "Tracking and tracing in the agricultural supply chain," APICS eNews (2004).
28. Schuster, E. W, D. W. Engels, and R. Koh, "RFID vs Auto-ID," APICS eNews (2004).
27. Schuster, E.W., "The case for APICS involvement with Auto-ID," Published as the *Article of the Day*, The MIT Data Center (2004).
26. Schuster, E.W., "FDA, counterfeit, and RFID technology," Published as the *Article of the Day*, The MIT Data Center (2004).
25. Schuster, E. W., "Searching for models," Published as the *Article of the Day*, The MIT Data Center (2004).
24. Schuster, E. W., "RFID Developments," Published as *Article of the Day*, The MIT Data Center (2004).
23. Schuster, E.W. and S.J. Allen, "Finite production planning using a spreadsheet sifter: part II," *Process Industries Newsletter*, forthcoming.
22. Schuster, E.W. and S.J. Allen, "Finite production planning using a spreadsheet sifter: part I," *Process Industries Newsletter* (July 1997).

21. Schuster, E.W., "Welch's serves customers through innovative technology," *The Staging Area* (April 1995).
20. Schuster, E.W., and S.J. Allen, "The John Madden school of operations research," *Process Industries Newsletter* (March 1994).
19. Schuster, E.W., S.J. Allen and J.M. Magenau, "The center for process manufacturing: a new academic industry partnership for the process industries," *Process Industries Newsletter* (October 1993).
18. Allen, S.J. and E.W. Schuster, "Faculty-in-residence," *Process Industry Newsletter* (May 1993).
17. Allen, S.J. and E.W. Schuster, "Scheduling is an art form and our problems are unique," *Process Industries Newsletter* (May 1993).
16. Schuster, E.W., "A gift from Isaac Newton," *The Integrator* (January 1993).
15. Schuster, E.W. (published as Lawrence Kiehm), "The effect of culture on Japanese kanban systems," *The Integrator* (April 1992).
14. Schuster, E.W. (published as Lawrence Kiehm), "Erie's manufacturing future," *The Integrator* (September, October & November 1991).
13. Schuster, E.W., "Designing logistics systems at Welch's," *The Staging Area* (April 1991).
12. Schuster, E.W., "The honorable death of a quantitative friend," *Erie APICS Chapter News Letter* (November 1989), and *The Integrator* (October 1989).
11. Schuster, E.W., "The time series forecasting fallacy in process oriented manufacturing," *APICS PI-SIG News Letter* and *Erie APICS Chapter News Letter* (October 1989).
10. Schuster, E.W., "The dance of the starfish," *Erie Chapter of American Society of Training and Development News Letter* (January 1989).
9. Schuster, E.W., "The process industries, Erie's silent strength," *The Integrator* (1989).
8. Schuster, E.W., "The banana peel," *Erie APICS Chapter News Letter* (December 1988).

7. Schuster, E.W., "Learning Styles, problem solving and logistics management, 1989 *Erie APICS Report* (September 1988).
6. Schuster, E.W., "Production scheduling trends in a major process industry," *Erie APICS Chapter News Letter* (March 1988).
5. Schuster, E.W., "Simulating warehousing costs," *The Staging Area* (1987).
4. Schuster, E.W., "A revolution is occurring in production scheduling of food products," *The Staging Area* (1987).
3. Schuster, E.W., "Simulation of warehousing costs: a spreadsheet application," *1987 Erie APICS Report* (September 1986).
2. Schuster, E.W., "Process industry report," *Erie APICS Chapter News Letter* (April 1986).
1. Schuster, E.W., "Microcomputer simulation of production scheduling: a Welch Foods case study," *1986 Erie APICS Report* (September 1985).

## **Book Review**

*Planning and control system design: Principles and cases for Process Manufacturers*, authored by Byron Finch and James Cox, review published in the *APICS PI-SIG News Letter*, (October 1988), and the *Erie APICS News Letter*, (October 1988).

## **Editorial Activity**

Springer Verlag – Series Editor, *The Data-Driven Economy*

Institute for Electrical and Electronic Engineers (IEEE)

Editor and Publisher, *The MIT Data Center Web Site*.

Editorial Review Board of the *Production and Inventory Management Journal*, Invited reviewer: 1999 – 2001.

Editorial Review Board of the *Journal of Operations Management*, 1989 & 1990.  
Co-Editor of the 1988 & 1989 *Erie APICS Report*.

Reviewer for *Process Flow Scheduling: A Scheduling Systems Framework for Flow Manufacturing*, by Steve Bolander and Sam Taylor.

Reviewer for the “Advanced Scheduling Seminar” presented by APICS.

### **Focus Group**

*Process Industry Focus Group Meeting*, Sponsored by the APICS PI-SIG, Cleveland, (October 1991).

### **Seminars Conducted**

12. Schuster, E.W., “Auto-ID and related technologies; The Data-Driven Economy” *Seminar1*: Hartford, CT (April 2006).
11. Schuster, E.W. “Auto-ID and ERP” & “Track, trace, and authentication,” Auto-ID Labs Educational Seminars (July 2004, December 2004, February 2005).
10. Schuster, E.W. and D.L. Brock, “Auto-ID and The Data Center: Creating an intelligent infrastructure for business,” *APICS St. Louis Chapter* (October 20, 2004).
9. Schuster, E.W., “Auto-ID: The first intelligent value chain, parts I and II” *The 2004 APICS International Conference*: San Diego (2004).
8. Schuster, E.W., “The future with Auto-ID technology,” *APICS Webinar Series* (July 14, 2004).
7. Schuster, E.W., “Auto-ID technology,” *Region I APICS Meeting* (Spring 2004).
6. Schuster, E.W., “Supply chain management: Innovations and trends,” *MIT Industrial Liaison Program*, Taipei and Tokyo (April 2002).
5. Schuster, E.W. and S.J. Allen, “The real meaning of finite scheduling: a practical approach to production planning in the process industries,” *The Process Industry Technical Conference*: Erie, Pennsylvania (June 1994).

4. Schuster, E.W., "Simulation of production and inventory control systems," *Jamestown Community College/Small Business Development Center: Jamestown, New York (March 1990).*
3. Schuster, E.W., "Process industries seminar - closed loop overview and top management planning section," *APICS/PI-SIG: San Francisco, CA (November 1989).*
2. Schuster, E.W., "New horizons in small business inventory management," *Gannon University/Small Business Development Center: Erie, Pennsylvania (September 1989).*
1. Schuster, E.W., "Basic inventory systems and control for manufacturing," *Jamestown Community College/Small Business Development Center: Jamestown, New York (March 1989).*

### **Speeches – Professional Societies**

83. Schuster, E.W., H.G. Lee, and Stuart J. Allen, "The Open System for Master Production Scheduling: Information Technology for Semantic Connections Between Data and Mathematical models," *Seminar1: Boston (April 29, 2008).*
82. Schuster, E.W., Stuart J. Allen, and H.G. Lee, "Improved New Product Forecasting Through Visualization of Spatial Diffusion," *Seminar1: Boston (April 28, 2008).*
81. Schuster, E.W., "Specialty Crop Engineering Working Group: Research Program Activities at MIT," *Presented to the USDA, February 8, 2008.*
80. Schuster, E.W., "Agricultural Supply Chains: Track and Trace for Improved Food Safety," *Application of Precision Agriculture for Fruits and Vegetables, International Society for Horticultural Science: Orlando, FL, January 7, 2008.*
79. Panchapakesan, R., R. Ehsani, E.W. Schuster, M. Hirafuji, "Integration of Wireless Mesh Sensor Networks and M Language for Applications in Agriculture, *Poster - Application of Precision Agriculture for Fruits and Vegetables, International Society for Horticultural Science: Orlando, FL, January 7, 2008.*
78. Schuster, E.W., "Harvest Risk: An Introduction to Quantitative Modeling and Optimization in Agriculture," *INFORMS annual Meeting: Seattle, WA, November 6, 2007.*

77. Schuster, E.W., "Information Technology for Agricultural Systems Productivity," *Poster - 2007 International Photonics, Food, & Agriculture Conference: Canandaigua, NY, Nov. 16, 2007*
76. Schuster, E.W., "Global Supply Chain Management and the Chinese Megalopolis," *Japan-China Organization for Business, Academic & Government Partnership: Nanjing, China, August 22, 2007.*
75. Schuster, E.W., "The Data-Driven Economy: Applications of the M Language in agriculture," *Specialty Crops Seminar: Washington D.C. (April 2007).*
74. Schuster, E.W., "Track and trace in the pharmaceutical supply chain," *APICS Portland Chapter (March 2007).*
73. Schuster, E.W. "The Data-Driven Economy: Applications of the M Language in Manufacturing and Supply Chain Management," *APICS Worcester County Chapter (October 2006).*
72. Schuster, E.W., "The Data-Driven Economy," *2006 Northeast Supply Chain Conference & Exhibition - Marlborough Massachusetts (October 2006).*
71. Schuster, E.W., "Auto-ID and related technologies," *2006 Shanghai China Conference sponsored by the Council for Supply Chain Management Professionals - Shanghai (August 2006).*
70. Schuster, E.W., "Auto-ID and related technologies," *APICS Portland Chapter (February 2006).*
69. Schuster, E.W., "Auto-ID and related technologies," *APICS Seacoast Chapter (January 18, 2005).*
68. Schuster, E.W., "Finite capacity planning and scheduling," *St. Louis APICS Chapter (October 19, 2004).*
67. Schuster, E.W., "Auto-ID technology," *APICS Southern Tier Chapter (September 15, 2004).*
66. Schuster, E.W., "Auto-ID and ERP," *Frontline: Chicago, IL (2004).*
65. Schuster, E.W., "Auto-ID technology," *APICS St. Louis Chapter (Spring 2004).*
64. Schuster, E.W., "Auto-ID technology," *APICS Northern New Jersey Chapter (2004).*

63. Schuster, E.W., "Auto-ID technology," *APICS Southern New Hampshire Chapter* (January 2004).
62. Schuster, E. W. and K. Watanabe, "The Impact of e-Commerce on the Japanese raw fish supply chain," *The Logistics Educators' Conference*: Chicago, IL (2003).
61. Schuster, E.W. and R. Koh, "Prediction, detection and proof: An integrated Auto-ID solution to theft." *Auto-ID Center Applications Group Meeting*: Zurich (June 2003).
60. Koh, R. (presenter) and E.W. Schuster, "Securing the pharmaceutical supply chain," *Auto-ID Center Applications Group Meeting*: (Zurich (2003).
59. Schuster, E.W. (presenter) and S.J. Allen, "Prosperity, work and survival in the new economy," *The Southern New Hampshire Chapter of APICS*: Nashua, NH (September 2000).
58. Schuster, E.W. (presenter) and S.J. Allen, "Capacitated MRP and its application in the process industries," *IBM Supply Chain Management Executive Conference*: Las Vegas, NV (March 2000).
57. Schuster, E.W. (presenter) and S.J. Allen, "Prosperity, work and survival in the new economy," *First Annual PSU Symposium*: Erie, PA (March 2000).
56. Schuster, E.W. (presenter) and S.J. Allen, "Supply chain decision – making using mathematical models at Welch's," *Process Forum 2000 - Solutions for Food, Beverage and Consumer Packaged Goods Industries*: Baltimore, MD (February 2000).
55. Schuster, E.W. (presenter) and S.J. Allen, "Supply chain dynamics and network planning at Welch's, Inc.," *The Champlain Valley Vermont Chapter of APICS*: Burlington, VT (September 1999).
54. Schuster, E.W. (presenter) and S.J. Allen, "Managing raw material procurement risk at Welch's, Inc.," *The Process Industries Technical Conference*: Erie, PA (June 1999).
53. Schuster, E.W. (presenter) and S.J. Allen, "Visualization and finite capacity planning in the process industries," *The APICS International Conference*: Nashville, TN (October 1998).



52. Allen, S.J. (presenter), M.P. D'Itri and E.W. Schuster, "Capacitated scheduling of multiple products on a single Processor with sequence dependencies," *INFORMS*: Seattle, WA (October 1998).
51. Schuster, E.W. (presenter) and S.J. Allen, "Managing raw material inventories using capacitated MRP at Welch's, Inc.," *The Annual Council of Logistics Management Conference*: Anaheim, CA (October 1998).
50. Schuster, E.W., "Supply chain dynamics and network planning at Welch's, Inc.," *The Southern New Hampshire Chapter of APICS*: Nashua, NH (September 1998).
49. Schuster, E.W., "Issues facing the process industries," *The Process Industry Technical Conference*: Erie, PA (June 1998).
48. Allen, S.J. and E.W. Schuster, "The harvest model: managing risk in raw material procurement," *The Process Industry Technical Conference*: Erie, PA (June 1998).
47. Allen, S.J. (presenter), J. Martin and E.W. Schuster, "A heuristic for multi-item, capacitated scheduling with set-up times and costs," *INFORMS*: Dallas, TX (October, 1997).
46. Schuster, E.W. (presenter) and S.J. Allen, "Capacitated MRP in the process industries: from theory to practice," *The Southern New Hampshire Chapter of APICS*: Nashua, NH (September 1997).
45. Schuster, E.W. (presenter) and S.J. Allen, "Capacitated MRP in the process industries: from theory to practice," *The APICS International Conference*: Washington, D.C (October 1997).
44. Schuster, E.W. (presenter) and S.J. Allen, "Capacitated MRP in the process industries: from theory to practice," *The Process Industry Technical Conference*: Erie, PA (June 1997).
43. Schuster, E.W., "Trends in process-oriented manufacturing," *The Process Industry Technical Conference*: Erie, PA (June 1997).
42. Schuster, E.W. (presenter), S.J. Allen and M.P. D'Itri, "Ideas on the analysis of complexity in the process industries," *The Process Industry Technical Conference*: Erie, PA (June 1997).

41. D'Itri, M.P. (presenter), E.W. Schuster and S.J. Allen, "Simulating the benefits of a continuous replenishment system: A case study," *The Process Industries Technical Conference: Erie, PA* (1997).
40. Schuster, E.W. (presenter) and S.J. Allen, "Supply chain management: turning information into profits," *The Erie chapter of APICS: (April, 1997)*.
39. Allen, S.J. (presenter) and E.W. Schuster, "Recipe formulation at Welch's using linear programming," *INFORMS: Atlanta, (November, 1996)*.
38. Schuster, E.W. (presenter), M.P. D'Itri and S.J. Allen, "Improved supply chain management through mathematical modeling: a process industries case study," *The APICS International Conference: New Orleans, LA (October 1996)*.
37. Schuster, E.W. (presenter) and S.J. Allen, "Interactive learning center (ILC) – demonstration of a spreadsheet based, heuristic finite planning system for the process industries," *The APICS International Conference: New Orleans, LA (October 1996)*.
36. Schuster, E.W., "Process Industries SIG moderator of the 'birds of a feather session,'" *The APICS International Conference: New Orleans, LA (October 1996)*.
35. Schuster, E.W., "Process industries SIG panel moderator 'optimization technologies for planning and scheduling,'" *The APICS International Conference: New Orleans, LA (October 1996)*.
34. Schuster, E.W. (presenter), M.P. D'Itri and S.J. Allen, "Mathematical modeling of the supply chain," *The Process Industry Technical Conference: Erie, PA (June 1996)*.
33. Allen, S.J. (presenter) and E.W. Schuster, "A raw materials logistics and blending model for the food industry," *INFORMS: New Orleans, LA (October 1995)*.
32. D'Itri, M.P. and E.W. Schuster, "Continuous replenishment systems in the process industries: implementation issues and ideas for productivity improvements," *The Process Industries Technical Conference: Erie, PA (June 1995)*.
31. Schuster, E.W. and S.J. Allen, "The juice logistics model: an application of linear programming at Welch's, Inc.," *The Process Industries Technical Conference: Erie, PA (June 1995)*.

30. Schuster, E.W. (presenter) and S.J. Allen, "A new framework for production planning in the process industries," *The APICS International Conference*: Orlando, FL (October 1995).
29. Martin, J. (presenter), S.J. Allen and E.W. Schuster, "Strategic capacity planning in the consumer goods industry: an optimal control approach," *The Decision Sciences Institute*: Hawaii (1995).
28. Schuster, E.W. (presenter for S.J.A.) and S.J. Allen, "Applied hierarchical production planning for the process industries," *ORSA/TIMS*: Detroit, MI (October 1994).
27. Schuster, E.W. (presenter). and S.J. Allen, "A study of operations research issues facing the process industries," *ORSA/TIMS*: Detroit, MI (October 1994).
26. Allen, S.J. and E.W. Schuster, "Numerical results for an optimal cost model of capacity planning in the food industry," *ORSA/TIMS*: Boston, MA (April 1994).
25. Schuster, E.W. (co-presenter) and S.J. Allen (co-presenter), "Production Planning and scheduling in the process industries using optimal solution methods," *Congress for Progress XIX*: Hershey, PA (April 1994).
24. Allen, S.J. (presenter) and E.W. Schuster, "A finite capacity, hierarchical scheduling system for dedicated production lines," *ORSA/TIMS*: Phoenix, AZ (November 1993).
23. Schuster, E.W. (presenter) and S.J. Allen, "Applied hierarchical planning with dynamic inventory buffers," *The APICS Process Industries Symposium*: Cincinnati, Ohio (June 1993).
22. Allen, S.J. (presenter) and E.W. Schuster, "The application of optimal control to strategic planning," *ORSA/TIMS*: Chicago, IL (May 1993).
21. Schuster, E.W. "Perspectives on Japanese Culture," *The Rotary Club*: Jamestown, NY (March 1993).
20. Schuster, E.W., "Site location analysis," *Cleveland Consulting Associates 1992 Locate3+ User's Conference*: Cleveland, OH (October 1992).
19. Allen, S.J. (presenter) and E.W. Schuster, "A simulation investigation of a process manufacturing line," *Production and Operations Management Society*: Orlando, FL (October 1992).

18. Schuster, E.W., "Plant location planning and analysis in the process industries," *The APICS Process Industries Symposium*: Chicago, IL (June 1992).
17. Allen, S.J. (presenter) and E.W. Schuster, "Site location and strategic planning in the process industry," *Euro TIMS Joint International Conference*: Helsinki, Finland (June 1992).
16. Schuster, E.W., "Simulating warehousing costs in process-oriented manufacturing," *The APICS Process Industry Symposium* - Baltimore, MD (June 1990).
15. Schuster, E.W. and B.J. Finch, "The application of simulation in process oriented manufacturing," *APICS Region II Conference*: Newark, NJ (June 1990).
14. Schuster, E.W., "Conflict and cooperation regarding distribution of American consumer goods in Japan," *Albany Chapter of the American Society of Public Administration 28th Annual Institute*: Albany, NY (April 1990).
13. Schuster, E.W., "The Japanese influence in American business," *Erie Chapter of the American Association of Training and Development*: Erie, PA (March 1990).
12. Schuster, E.W., "Future directions in resource management," *Erie Chapter of the National Association of Accountants*: Erie, PA (January 1990).
11. Schuster, E.W. (presenter for B.J.F.) and B.J. Finch, "Factors that affect planning and control system design in the process industries," *The Akron Chapter APICS*: Akron, OH (December 1989).
10. Schuster, E.W., "A tutorial on JIT manufacturing," *International Meeting of the Council of Logistics Management*: St. Louis, MO (October 1989).
9. Schuster, E.W. and B.J. Finch, "Using P&IC spreadsheets and simulations effectively," *APICS TIP III Regional Conference*: Pittsburgh, PA (September 1989).
8. Schuster, E.W. and G.R. Smith, "Just in time: time to get ready or get out of the way," *Erie Engineering Societies Council Exposition*: Erie, Pa (February 1989).
7. Schuster, E.W., "Applying simulation in a process oriented manufacturing environment," *APICS Mid-State Chapter*: State College, PA (November 1988), and *APICS TIP II Regional Conference*: Columbus, OH (September 1988), and *APICS Buffalo Chapter*: Buffalo, NY (February 1989).

6. Schuster, E.W., "Alternative chapter programming," *Region III Chapter Officers Meeting*: Morgantown, WV (July 1988).
5. Schuster, E.W., "A logistics application of simulation to determine distribution costs resulting from a forward warehouse," *Winter Simulation Conference*: Atlanta, GA (December 1987).
4. Schuster, E.W., "Information resources available to process oriented manufacturing," *The APICS International Conference, PI-SIG session*: St. Louis, MO (October 1987), and *Erie Chapter APICS Technical Presentation*: Erie, PA (December 1987).
3. Schuster, E.W., "Panel discussion: real world forecasting," *The Buffalo Chapter APICS*: Buffalo, NY (June 1987).
2. Schuster, E.W., "Practical applications of microcomputers in production and inventory management," *Erie Chapter APICS Technical Presentation*: Erie, PA (February 1987).
1. Schuster, E.W., "Practical applications of microcomputers in a distribution environment," *Western New York Roundtable of the National Council of Physical Distribution Management*: Rochester, NY (May 1985).

### **Speeches - Colleges & Universities**

16. Schuster, E.W., "The Data-Driven Economy: Applications of the M Language in agriculture," *University of Florida Citrus Research and Education Center*: Lake Alfred, Florida (October 2006).
15. Schuster, E.W., "The Data-Driven Economy: Applications of the M Language in manufacturing and supply chain management," *University of Florida - Computer Science Department*: Gainesville, Florida (October 2006).
14. Schuster, E.W., "Master production schedule stability under conditions of finite capacity," *Massachusetts Institute of Technology* (May 20, 2005).
13. Schuster, E. W., "An overview of Auto-ID and related research," *Rutgers University* (November 15, 2004).
12. Schuster, E.W., "Auto-ID Technology," *Miami University* (Fall 2003).

11. Schuster, E.W., "Capacitated MRP and its application in the process industries," *School of Business, Penn State Erie: Erie, PA* (February 2000).
10. Schuster, E.W. (presenter) and S.J. Allen, "Capacitated materials requirements planning and its application in the process industries," *Case Western Reserve University, School of Operations Research: Cleveland, Ohio* (November 1999).
9. Schuster, E.W. "Japanese Culture," *Small Business Development Center, Jamestown Community College: Jamestown, NY* (December 1992).
8. Schuster, E.W., "New frontiers in cost control," *The International Fraternity of Delta Sigma Pi, Penn State Erie: Erie, PA* (November 1992).
7. Schuster, E.W., "Dealing with lumpy demand: a simulation solution," *Tulane University Operations Management Society: New Orleans, LA* (April 1992).
6. Schuster, E.W., "Production and operations simulation at Welch's," *The International Fraternity of Alpha Kappa Psi, Gannon University: Erie, PA* (October 1991).
5. Schuster, E.W., "Careers in logistics and operations management," *The International Fraternity of Alpha Kappa Psi, Gannon University: Erie, PA* (April 1991).
4. Schuster, E.W., "Distribution of American consumer goods in Japan," *The International Fraternity of Delta Sigma Pi, Penn State Erie: Erie, PA* (September 1990).
3. Schuster, E.W., "Essentials of business communication," *Villa Maria College – Business Writing Class: Erie, PA* (July 1989).
2. Schuster, E.W., "Management information systems and competitive advantage," *Introduction to Management Information Systems, Penn State Erie: Erie, PA* (November 1987).
1. Schuster, E.W., "Planning a new product introduction," *Planning Course Gannon University: Erie, PA* (February 1987).

## **Teaching Experience**

*Gannon University, 1988*

Just in Time Manufacturing: The New Standard of Excellence,(with G.R.Smith)

*Penn State - Erie, The Behrend College, 1990 - 1993*

### **Business Logistics Management 301**

Course Bulletin Description - Management of logistics function in the firm, including physical supply and distribution activities such as transportation, storage, facility location, and materials handling. (I taught this course for four semesters)

### **Operations Management 301**

Course Bulletin Description - Decision making and analysis of major management problems that arise in the operations function of business firms. (I taught this course for three semesters)

### **Quantitative Business Analysis 201**

Course Bulletin Description- Introduction to quantitative methods for conceptualizing business and management problems. (I taught this course for 2 semesters)

## **Video Experience**

MANUFACTURING EDUCATION TODAY, *Sponsored by the Erie Chapter of APICS*, Moderator of Panel Discussion, Community Access Cable Broadcast, July 1989.

## **Awards**

MEMBER OF THE YEAR (Erie Chapter of the American Production and Inventory Control Society) - *Awarded by the Erie Engineering Societies Council: 1989.*

SILVER CIRCLE AWARD 1988, Erie Chapter, APICS Chapter Management Program.

## **Joint Business and Academic Projects**

1. Faculty in Residence Program at Welch's, Inc.
2. Development of an Expert System for Customer Service (SUNY, Buffalo)
3. Case Study of Welch's Planning and Control System with B.J. Finch  
(U. of Georgia)
4. Logistics Performance Measurement Analysis (Penn State)

## **Undergraduate Awards and Activity**

Attended the *International Exposition for Food Processors*: St. Louis, MO (1980).

Student member of the *Institute of Food Technology* (1977-1980).

Student Member of the *American Society of Agricultural Engineers* (1976-77).

*Floor President*, Norton House (1977-78).

*Orientation Assistant*, Norton House (1977).

*Intramural Sports*, Football & Basketball (1976-78).

*Most Improved Student*, College of Agriculture (1976).