### Robert M. Saltzman

### Curriculum Vita

# Personal Data

Date of Hire at SF State: Spring 1989

Awarded Tenure at SF State: Fall 1995

Promoted to Full Professor at SF State: Fall 1996

Decision Sciences Department Chair: Fall 2007-Summer 2010

Fall 2013-Summer 2016

Decision Sciences Department

College of Business, Room 205C

San Francisco State University

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San Francisco, CA 94132

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**Education and Professional Experience**

*1. Degrees*

Ph.D. Stanford University, Stanford, CA, 1989

Major Field: Operations Research

Dissertation: Ceiling Point Algorithms for General Integer Linear Programming

M.S. Stanford University, Stanford, CA, 1986

Concentration: Operations Research

Sc.B. Brown University, Providence, RI, 1981

Major: Applied Mathematics

*2. Professional Experience*

Operations Research Analyst

Brookhaven National Laboratory, Energy Model Development Group

Washington, D.C., May 1983 – July 1984

Energy Model Analyst

Energy and Environmental Analysis, Inc.

Arlington, VA., June 1981 – April 1983

**Teaching Experience at SFSU**

1. *Undergraduate Courses:*

* **DS 624: Quality Management** – F17, F15, 14, F13, F12, S11
* **DS 601: Applications of Operations Research** – S18, F94
* **DS 412: Operations Management** – F19, S18, S17, S14, F12, Sum12, S12, F10, F09, F07, Sum07, F06, Sum06, S06, Sum04, F03, Sum03, Sum02, F01, F00, Sum00, F99, F98, F97, Sum97, F96, Sum96, F94, F93, Sum93, S93, F92, S92, F91, F90, S90, F89, S89
* **DS 411: Decision Modeling with Spreadsheets** – F08, S07, F06
* **DS 212: Business Statistics** – S19, F17, F16, S13, S11, F10, S10, F05, S05, F04, S03, S02, S01, S00, S99, S98, S97, S96, S95, S94, S93, F93, S91, Sum91, F90
* **DS 110: Mathematical Analysis for Business** – F02, F97, S94, F92, F89

2. *Graduate Courses:*

* **BUS 886:** **Statistics and Operations Analysis** – Sum10, Sum09, Sum08
* **DS 852:** **Seminar in Management Science** – F19, S17, F16, F94,
* **DS 851:** **Computer Simulation and Decision Making** – S09, S08, S07, …, S93, S92
* **BUS 786:** **Operations Analysis** – Sum06, F05, F04, F02, F01, F00, F99, F98, S89
* **BUS 776:** **Data Analysis for Managers** – S19, S16, S15, S13, S12
* **DS 512:** **Elements of Business Statistics** – F04

# Professional Growth and Achievement

1. *Refereed Publications*

**Saltzman, R.,** “Improving the Voir Dire Process: A Prospective Juror’s Perspective,” *Socio-Economic Planning Sciences*, <https://doi.org/10.1016/j.seps.2019.07.004>, July 24, 2019.

**Saltzman, R.,** Liu, S. and Roeder, T., “Simulating Student Flow Through a University’s General Education Curriculum,” *Journal of Supply Chain and Operations Management,* **17**(1), 14-28, Feb. 2019.

Brar, A., Pipko, O., and **Saltzman, R.**, “Optimal Allocation of Programmatic Video Advertising Inventory,” *Journal of Supply Chain and Operations Management,* **15**(2), 151-164, Dec. 2017.

**Saltzman, R.**, Roeder, T., Lambton, J., Param, L., Frost, B. and Fernandes, R., “The Impact of a Discharge Holding Area on the Throughput of a Pediatric Unit,” *Service Science*, **9**(2), 121-135, June 2017. <https://doi.org/10.1287/serv.2016.0167>

Lambton, J., Roeder, T., **Saltzman, R.**, Param, L., and Fernandes, R. “Using Simulation to Model Improvements in Pediatric Bed Placement in an Acute Care Hospital,” *Journal of Nursing Administration*, **47**(2), 88-93, Feb. 2017. doi: 10.1097/NNA.0000000000000445

**Saltzman, R.** and Bradford, R., “Simulating a More Efficient Bike Sharing System,” *Journal of Supply Chain and Operations Management*, **14**(2), 36-47, Dec. 2016.

Roeder, T. and **Saltzman, R.**, “Schedule-Based Group Assignment using Constraint Programming,” *INFORMS Transactions on Education*, **14**(2), 63-72, Feb. 2014.

**Saltzman, R.** and Roeder, T., “Perspectives on Teaching Simulation in a College of Business,” *Proceedings of the 2013 Winter Simulation Conference*, R. Pasupathy, S.-H. Kim, A. Tolk, R. Hill., and M.E. Kuhl, eds., 3620-3629, Dec. 2013.

**Saltzman, R.**, “Planning for an Aging Fleet of Shuttle Vehicles with Simulation,” *Service Science,* **4**(3), 195-206, Sept. 2012.; Published online 13 July 2012. https://pubsonline.informs.org/doi/abs/10.1287/serv.1120.0017

Rodriguez, M., **Saltzman, R.** and Cholette, S., “Sequencing Strategic Sourcing Initiatives at a Large, Public University,” *Journal of Supply Chain and Operations Management*, **10**(1), 1-12, Feb. 2012.

**Saltzman, R.** and Roeder, T., “Simulating Student Flow through a College of Business for Policy and Structural Change Analysis,” *Journal of the Operational Research Society*, **63**(4), 511-523, April 2012. doi: 10.1057/jors.2011.59; Published online 15 June 2011.

Mehrotra, V., Özlük, Ö. and **Saltzman, R.**, “Intelligent Procedures for Intra-Day Updating of Call Center Agent Schedules,” *Production and Operations Management*, [**19**(3),](http://onlinelibrary.wiley.com/doi/10.1111/poms.2010.19.issue-3/issuetoc)353-367, May-June 2010.

**Saltzman, R.**, “An Optimization Model for Scheduling Classes in a Business School Department,” *Calif. Journal of Operations Management*, **7**(1), 95-103, Feb. 2009.

Stanley, J., **Saltzman, R.** and Mehrotra, V., “Improving Call Center Operations Using Performance-Based Routing Strategies,” *Calif. Journal of Operations Management*, **6**(1), 24-32, Feb. 2008.  
  
**Saltzman, R.** and Mehrotra, V., “Managing Trade-Offs in Call Center Agent Scheduling: Methodology and Case Study,” *Proceedings of the 2007 Summer Computer Simulation Conference,* G. A. Wainer and H. Vakilzadian, eds., 643-651, July 2007.

**Saltzman, R.**, “What Makes a Student Simulation Project Successful?” *Calif. Journal of Operations Management*, **4**(1), 14-20, Feb. 2006.  
  
Wallace, R.B. and **Saltzman, R.**, “Comparing Skill-Based Routing Call Center Simulations Using C Programming and Arena Models,” *Proceedings of the 2005 Winter Simulation Conference,* M. Kuhl, N. Steiger, F. Armstrong, and J. Joines, eds., 2636-2644, Dec. 2005.   
**Saltzman, R.**, “A Hybrid Approach to Minimize the Cost of Staffing a Call Center,” *Intl. Journal of Operations and Quantitative Management*, **11**(1), 1-14, Mar. 2005.  
  
**Saltzman, R.**, “Optimal Line-Ups for a Youth Soccer League Team,” *Calif. Journal of Operations Management*, **3**(1), 92-98, Feb. 2005.

**Saltzman, R.** and Mehrotra, V., “A Manager-Friendly Platform for Simulation Modeling and Analysis of Call Center Queueing Systems,” *Proceedings of the 2004 Winter Simulation Conference,* R. Ingalls, M. Rossetti, J. Smith, and B. Peters, eds., pp. 466-473, Dec. 2004.

**Saltzman, R.** and Meyer, J., “A Consulting Firm Uses Constraint Programming to Plan Personnel-Review Meetings,” *Interfaces*, **34**(2), 106-112, Mar. 2004.

**Saltzman, R.**, “Three Intermediate Optimization Problems with a CSU-Based Data Set,” *Calif. Journal of Operations Management*, **2**(1), 6-11, Feb. 2004.  
  
**Saltzman, R.**, “Coordinating Demand Forecasting and Operational Decision-Making with Asymmetric Costs: The Trend Case,” *Calif. Journal of Operations Management*, **1**(1), 14-21, Feb. 2003.

**Saltzman, R.** and Kohler, D., “Solving a Logic Puzzle via Mathematical Programming,” *Mathematics and Computer Education*, **36**(3), 254-260, Fall 2002.  
  
Rech, P., **Saltzman, R.** and Mehrotra, V., “Coordinating Demand Forecasting and Operational Decision-Making: Results from a Monte Carlo Study and a Call Center,” *Proceedings of the 14th Annual CSU-POM Conference*, SJSU, San Jose, CA, pp. 232-241, Feb. 2002.

**Saltzman, R.**, “Excel or Minitab: Which Software Package to Use in an Introductory Statistics Class?” *Exchanges: The On-line Journal of Teaching and Learning in the CSU*, June 2001.  <http://www.exchangesjournal.org/>

**Saltzman, R.** and Mehrotra, V., “A Call Center Uses Simulation to Drive Strategic Change,” *Interfaces*, **31**(3), 87-101, May-June 2001.

**Saltzman, R.**, “Wait Till Next Year? Some Analyses of Win-Loss Records from 1960-1998,” *The Baseball Research Journal*, **29**, 113-117, Dec. 2000.  
  
**Saltzman, R.**, “An Animated Simulation Model for Analyzing On-Street Parking Issues,” *Simulation*, **69**(2), 79-90, Aug. 1997.  
  
**Saltzman, R.** and Bradford, R., “Optimal Realignments of the Teams in the National Football League,” *European Journal of Operational Research*, **93**(3), 469-475, Sept. 1996.  
  
**Saltzman, R.**, “Three Proposals for Improving Short-Term On-Street Parking,” *Socio-Economic Planning Sciences*, **28**(2), 85-100, June 1994.  
  
**Saltzman, R.** and Hillier, F.S., “A Heuristic Ceiling Point Algorithm for General Integer Linear Programming,” *Management Science*, **38**(2), 263-283, Feb. 1992.  
  
**Saltzman, R.** and Hillier, F.S., “An Exact Ceiling Point Algorithm for General Integer Linear Programming,” *Naval Research Logistics*, **38**(2), 53-69, Feb. 1991.

1. Manuscripts In Progress

Stern, H. and **Saltzman, R.,** “Daily Aircraft Maintenance Routing Using a Deficit Function Hollow Graph.” Submitted 10/24/19 for possible publication in the Journal of Supply Chain and Operations Management.

**Saltzman**, **R.**, “Creating Compact Delivery Routes for a Nonprofit Fundraiser: A Case Study.”

1. Conference and Professional Meeting Presentations

Note: INFORMS = Institute for Operations Research and the Management Sciences

“Simulating Student Flow Through a University’s General Education Curriculum,” 31st Annual CSUPOM Conference, CSU Stanislaus, Turlock, CA, Feb. 23, 2019.

Optimal Allocation of Programmatic Video Advertising Inventory,” 30th Annual CSUPOM Conference, CSU East Bay, Hayward, CA, Mar. 3, 2018.

“Simulating a More Efficient Bike Sharing System,” 28th Annual CSUPOM Conference, SFSU, San Francisco, CA, Feb. 27, 2016.

“The Impact of Discharge Policies on the Efficiency of a Pediatric Ward,” INFORMS Annual Meeting, San Francisco, CA, Nov. 12, 2014.

“Perspectives on Teaching Simulation in a College of Business,” Winter Simulation Conference, Washington, DC, Dec. 2013.

“Planning for an Aging Fleet of Shuttle Vehicles with Simulation,” INFORMS Annual Meeting, Phoenix, AZ, Oct. 14, 2012.

“Sequencing Strategic Sourcing Initiatives at a Large, Public University,” 24th Annual CSUPOM Conference, SJSU, San Jose, CA, Feb. 18, 2012.

“Simulating Student Flow Through a College of Business for Policy and Structural Change Analysis,” INFORMS Annual Meeting, Austin, TX, Nov. 10, 2010.

“An Optimization Model for Scheduling Classes in a Business School Department,” 21st Annual CSUPOM Conference, CSU Chico, Chico, CA, Feb. 21, 2009.

“Improving Call Center Operations Using Performance-Based Routing Strategies,” 20th Annual CSUPOM Conference, CSU East Bay, Hayward, CA, Feb. 23, 2008.  
  
“Managing Trade-Offs in Call Center Agent Scheduling: Methodology and Case Study,” 2007 Summer Computer Simulation Conference, San Diego, CA,July 18, 2007.

“What Makes a Student Simulation Project Successful?” 18th Annual CSUPOM Conference, CSU-MB, Monterey, CA, Feb. 25, 2006.

“A Hybrid Approach to Minimize the Cost of Staffing a Call Center,” INFORMS Annual Meeting, San Francisco, CA, Nov. 15, 2005.

“Optimal Line-Ups for a Youth Soccer League Team,” 17th Annual CSUPOM Conference, SFSU, San Francisco, CA, Feb. 19, 2005.

“A Manager-Friendly Platform for Simulation Modeling and Analysis of Call Center Queueing Systems,” Winter Simulation Conference, Washington, D.C., Dec. 5, 2004.

“Three Intermediate Optimization Problems with a CSU-Based Data Set,” 16th Annual CSUPOM Conference, CSU Northridge, Northridge, CA, Feb. 20, 2004.

“Coordinating Demand Forecasting and Operational Decision-Making with Asymmetric Costs: The Trend Case,” 15th Annual CSUPOM Conference, CSU Stanislaus, Turlock, CA, Feb. 21, 2003.

“A Consulting Firm uses Mathematical Modeling to Plan Its Personnel Review Meetings.” INFORMS Annual Meeting, San Jose, CA, Nov. 18, 2002. Also presented in the SFSU-COB Working Paper Series, May 2, 2002.

“Coordinating Demand Forecasting and Operational Decision-Making: Results from a Monte Carlo Study and a Call Center,” 14th Annual CSUPOM Conference, SJSU, San Jose, CA, Feb. 23, 2002.

“Decision Support for a Strategic Call Center Business Planning Problem Using Simulation,” INFORMSAnnual Meeting, Salt Lake City, UT, May 7, 2000. Also presented in the SFSU-COB Working Paper Series, Nov. 9, 1999.

“Wait Till Next Year? Some Analyses of Win-Loss Records of Major League Baseball Teams” INFORMSAnnual Meeting, Cincinnati, OH, May 4, 1999.

“Integrated Forecasting and Hedging,” INFORMS Annual Meeting, Seattle, WA, Oct. 29, 1998.

“An Animated Simulation Model for Analyzing On-Street Parking Issues,” INFORMSAnnual Meeting, Atlanta, GA, Nov. 3, 1996.

“Computer Simulation: Has Virtual Reality Come to Operations Management?” Invited presentation for the American Production & Inventory Control Society (APICS), Golden Gate Chapter, San Francisco, CA, Oct. 17, 1996.

“Optimal Realignments of the Teams in the National Football League,” INFORMS, New Orleans, LA, Oct. 31, 1995. Also presented in COB Working Paper Series, Apr. 1995.

“Improving the Availability of Short-Term On-Street Parking,” ORSA/TIMS Joint National Meeting, Anaheim, CA, Nov. 5, 1991.

“The Role of Ceiling Points in General Integer Linear Programming,” TIMS XXIX International Meeting, Osaka, Japan, July 26, 1989.

*3. Awards and Grants*

* Alan Khade Best Paper Award, 31st Annual CSUPOM Conference, Feb. 23, 2019
* Leave with Pay, Fall 2018, Fall 2011; Fall 2003; Fall 1995
* Nominated for *Who’s Who Among America’s Teachers*, Spring 2002
* Best Paper in College of Business Working Paper Series, 1999-2000
* Selected as a Carnegie Academy Fellow as part of SFSU’s participation in the Carnegie Academy for the Scholarship of Teaching and Learning, Fall 2000
* SFSU Research, Scholarship, or Creative Activity Summer Stipend, 7/00; 6/99
* College of Business Dean's Summer Research Grant, Summer 1998
* Recognition for Excellence in Teaching, 1996-1997, College of Business
* Performance Salary Step Increase, Fall 1996
* Recognition for Excellence in Teaching, 1992-93, School of Business
* SFSU Research, Scholarship, or Creative Activity Summer Stipend, July 1992
* Meritorious Performance and Professional Promise Award, 1989-1990

**Advising, Supervision, and Similar Activities**

Master’s degree thesis supervision (BUS 895/898): (1) = 1st reader; (2) = 2nd reader

2010: Michael Rodriguez (1): Sequencing Strategic Sourcing Initiatives for a Higher Education Institution; Eloisa Javier (2)

2009: Ryan Pardini (1): Modeling Aqua Culture: Pacific Salmon Stock Returns and Industry Resource Planning; Tony Moir (1): Why Did a 90-Day Project Take 3.5 Years? Sean Nguyen (2); Joyce Zhao (2)

2008: Ailen Anunciacion (2); Sudesh Poduval (2): Mark San Pablo (2); Christopher Winn (2); Jonathan Carney (2); Kai Wang (1): Is RVU Best Measure of Physician Productivity?

2007: Julie Stanley (1): Evaluating Call Routing Strategies for Heterogeneous Traffic,

Servers, and Service Failure Rates; Hakan Altunsoy (2)

2006: Joe Han (1): Using Computer Simulation to Determine the Optimal Mix of Employees in a Home Health Agency; Jeanne Scott (1): Simulation Model of Staff Scheduling at an Adult Daycare Center; Alex Tou (1): Process Optimization in a Seafood Restaurant

2005: Andrea Everitt (1): And They’re Off! A Simulation of a Thoroughbred Horse Race;

Margaret Sottosanti McPhail (2)

2004: T. Phoonpirom (1): A Model to Improve Customer Experiences at a Restaurant

John Hajel (1): Simulation Study of the Supply Chain of Electronic Devices

Jeremy McCabe (1): An Operations Management Approach to Optimizing

Pharmaceutical Laboratory Work Flows

Mara Tran (1): Operational Efficiency of Home Loan Funding at BLS Funding

2003: Maggie Tsang (1): A Model to Forecast the Results of Dragon Boat Races

2002: Theron Bullman (1): Maximizing Information Technology Resource Utilization for a Third Party Logistics Company

Vincent Tang (1): Simulation of the 2000 World Series

2001: Timothy Beagle (2); Joanne Fong (2)

2000: Masatomo Nishizaki (1): A Plan to Improve Computing Service Facilities at SFSU

Michael Nathe (2); Olga Braylovskiy (2)

1999: John Kenneally (2): Relocating Genentech, Inc.’s Materials Control Operation

1998: Jose Balitactac (2): A Simulation Model of MUNI’s N Judah Line

1997: Jun Yoshioka (1): A Computer Simulation Model for Assessing the Scheduling Performance of a Bus Route of the San Francisco Municipal Railway; Hiroka Komiya (1): Performance Analysis of SFSU’s College of Extended Learning Information System (CELIS)

Greg Pattison (2): Biotherapeutic Project Valuation

1995: Susanne Paul (1): Personnel Scheduling for a Biotechnology Manufacturing Plant

Julie Quong (1): Automated Routing Decisions for Senior Citizen Services (Onlok)

David Rein (1): Simulation of a Hospital Unit

1993: Elaine Cartwright (1): Utility Rate Base Decision Making Model

1992: Dana Jaramillo (1): Efficient Routing for an Armor Meat Salesman

1991: Mimin Makmur (2)

I advise undergraduate Decision Sciences majors and frequently help students by approving course equivalencies. Periodically, I also write letters of recommendation for students who are applying for jobs, scholarships, study abroad positions or graduate school.

**University & Community Service**

1. *Department Committees/Service*
   * DS Department Chair, F07-Sum10; F13-Sum16
   * DS Department RTP Committee, F04-S07; Chair, F05-S06; F10-S13; F16-S18
   * DS Department Hiring Committee, F04-S05, Chair; F12-S13; F16-S17; F19
   * ISBA Department Hiring Committee, F01-S04; Chair, F01-S02
   * ISBA Department FMI Review Committee, S01
   * ISBA Department Ad Hoc Committee for Chair Selection Process, S01
   * BACS Department Ad Hoc Committee to Revise Department Name & Mission, S01
   * BACS Department HRT/P Committee, Chair, F96-S99
   * BACS Department Seminar Series Organizer, F98-S99
   * BACS Scholarship Committee, F94-S95
2. *College of Business Committees/Service*
   * Biotech MBA Advisory Council, F18-S19
   * Center for Ethical and Sustainable Business Five-Year Review Committee, S18
   * Strategic Planning Task Force, S15-F15
   * Graduate Curriculum Committee, F14-S15
   * Professional Development and Research Committee, F07-S08
   * Undergraduate Curriculum Committee, F04-S07; Chair, F05-S06
   * Dean Search Committee, F04-S05
   * Leave with Pay Committee, Chair, F00, F01
   * Research & Professional Development Committee, Chair, F00
   * Computer Advisory Committee, F99-S01; F92-F96, Chair, F96
   * Grade Appeals Committee, F93-F96; Chair, F96
3. *University Committees/Service*
   * Vice Provost Search Committee, May-June 2019
   * Student Academic Pathway Project, UG Education & Academic Planning, Summer 2016
   * AIR Senior Research Analyst Search Committee, May 2016
   * University Sabbatical Committee, F01
   * Information Security Officer, S93–S98
   * Community Service Learning Grant Program, Proposal Reviewer, F96–F98
   * Professional Development Council, F96–S98
   * Educational Technology Advisory Committee, F96
4. *Paid Consulting*

* SDG, Inc. Developed integer LP model to plan review meetings by partners to discuss consultants’ performances (10/00, 1/01, 3/01, 1/02, 3/02, 1/03)
* Expedia, Inc. Developed animated computer simulation model of the company’s call center operations in Tacoma, WA. (5/02-6/02)
* Irwin/McGraw Hill. Reviewed 3rd edition of Fundamentals of Operations Management by Davis, Aquilano and Chase (11/99)
* John Wiley. Reviewed 4 chapters of an operations text by Reid and Sanders (7/99)
* Irwin/McGraw Hill. Reviewed 4 chapters of Introduction to Management Science by Hillier, Hillier and Lieberman (9/97)
* Onward, Inc. Developed and analyzed call center simulation models (7/97)
* Systems Modeling Corp. Beta tester for call center simulation software (10/96)

1. *Other Business/Professional Involvement*

* Co-Chair, *28th Annual CSU-POM Faculty Conference*, San Francisco, CA, Feb. 26-27, 2016
* President, *CSU-POM Faculty Organization*, 2004-05
* Chair, *17th Annual CSU-POM Faculty Conference*, San Francisco, CA, Feb. 18-19, 2005
* Journal Referee:
* *Journal of Simulation*. Area: Inventory Analysis in Bike Sharing Systems(6/19)
* *Service Science*. Area: Using Emergency Call Data to Raise Officer Safety (7/12)
* *Computers & Industrial Engin.* Area: Workforce Planning & Deployment (5/12; 12/12)
* *Journal of Statistics Education*. Area: Trends in Business Education(5/02)
* *OMEGA*. Area: Call Center Design (2/01)
* *European J. of Operational Research*. Area: Integer Programming (9/99)
* *Naval Research Logistics*. Area: Math Programming (6/94; 7/95); Area: Network

Optimization (3/95)

* *Management Science*. Area: Math Programming (1/95)
* Member, *Institute for Operations Research and the Management Sciences* (**INFORMS**)
* Co-creator with Richard M. Bradford of the acronym **INFORMS**, officially adopted in

January 1994 as the name for the merger of The Institute for the Management Sciences

(TIMS) and the Operations Research Society of America (ORSA)

* Secretary, INFORMS Northern California Chapter (1994)
* Newsletter Editor, INFORMS Northern California Chapter (1994-95)
* Chair, Combinatorial Optimization and Integer Programming Cluster, The Institute of Management Sciences/Operations Research Society of America (TIMS/ORSA) Joint

National Meeting, San Francisco, Nov. 1-4, 1992

1. *Other Community Involvement*

* Congregation Beth Jacob, Redwood City, CA
  + Member, Board of Directors (6/01-6/03)
  + Chair, Social Action Committee (11/01-6/04)
  + Delivery Route Planner, Purim Gift Giving Fundraiser (3/13-3/19)
  + Member, Security Council (3/19-present)
* Volunteer, Nechama: Jewish Response to Disaster (Aug. 5-8, 2013), Garden City, NY
* Volunteer, Martin Luther King Day-Mitzvah Day (1/09, 1/10, 1/11), Palo Alto, CA
* Member, Dantzig-Lieberman Fellowship Fundraising Committee, Stanford, CA (F05-S06)
* Head Soccer Coach, AYSO, Redwood City, CA (F03)
* Assistant Soccer Coach, AYSO, Redwood City, CA (F02, F01, F00, F98)
* Assistant T-Ball Coach, Redwood City, CA (Sum97, S01)
* Math Mentor, Northstar Academy, Redwood City, CA (S01, F00)
* Volunteer, Habitat for Humanity, Redwood City, CA (9/14/00, 7/19/02)
* Volunteer, Net Day, John Gill School, Redwood City, CA (11/16/96)