

## CURRICULUM VITA

Raydel Tullous, Ph.D., Associate Professor  
Department of Management Science & Statistics  
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### EDUCATION

Doctor of Philosophy [Business Administration] University of Santa Clara, Santa Clara, California	1983
Master of Management Science Texas Christian University, Fort Worth, Texas	1972
Bachelor of Arts [Mathematics/Physics] Texas Christian University, Fort Worth, Texas	1968

### ACADEMIC EXPERIENCE

Chair, Department of Management Science & Statistics College of Business, The University of Texas at San Antonio	2008 -present
Associate Professor of Management Science Management Science Area Coordinator College of Business, The University of Texas at San Antonio	1992 -2007
Director, Office of Core Curriculum The University of Texas at San Antonio	1998-1999
Assistant Professor of Management Science Division of Management & Marketing, The University of Texas at San Antonio	1984-1992
Lecturer, Division of Management and Marketing The University of Texas at San Antonio,	1982-1984
Instructor, Department of Business Administration Trinity University, San Antonio, Texas	1981-1982
Lecturer, Department of Quantitative Methods	1979-1981



**Board Director and Company Officer**                      *Intelligent Homes, Inc.*                      1985-1987  
San Antonio, Texas

As part owner and operations manager, managed crews and materials for construction of smart homes in San Antonio. Also, handled interim finances during construction.

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**Logistics Analyst**                      *Westinghouse Electric Corp.*                      1978-1979  
Sunnyvale, California

Studied existing logistics operations. Designed and implemented automated Inventory Management System for the Trident Submarine Launcher.

**Consulting Engineer** *Bechtel Corporation*                      1973-1977  
Scientific Development (Houston, Texas)

Conducted and managed environmental and economical studies (examples below):

Coal Slurry Pipeline	Alternative routes for pipeline; alternative means of transporting Coal from Wyoming to Arkansas
Uranium Enrichment	Site study (Texas) environmental assessment matrix
Battery Energy Storage Test Facility	Engineering study of proposed facility
Enhanced Oil & Gas Recovery	Analysis of various EOR techniques
Coal Gasification Plant	Analysis of short-term and long-term impacts
Rapid Transit Study San Juan, Puerto Rico	Prepared cost-benefit summary of alternative modes; economical and financial analyses



## PUBLICATIONS, PROCEEDINGS AND PRESENTATIONS

### Refereed Journals

- Utecht, Richard L., Juan J. Gonzalez, and Raydel Tullous, "Learning Objectives for Quality Education," *Review of Business Research*, Fall 2006.
- Suttle, Adele, Jenna Rich and Raydel Tullous, "Maintaining Responsiveness to Customers' Needs during Rapid Growth," *Production and Inventory Management*, Third/Fourth Quarter, 2004.
- Jones, Kellye and Raydel Tullous, "Behaviors of Pre-Venture Entrepreneurs and Perceptions of Their Financial Needs," *Journal of Small Business Management*, Vol. 40, No. 3 (July 2002).
- Tullous, Raydel and Richard Lee Utecht, "A Decision Support System for Integration of Vendor Selection Task," *Journal of Applied Business Research*, Vol. 10, No. 1, Winter, 1994.
- Tullous, Raydel and Richard Lee Utecht, "Multiple or Single Sourcing?" *The Journal of Business & Industrial Marketing*, Vol. 7, No. 3, Summer, 1992.
- Tullous, Raydel and J. Michael Munson, "Organizational Purchasing Analysis for Sales Management," *Journal of Personal Selling & Sales Management*, Vol. XII, No. 2, Spring, 1992.
- Werling, Stephen E. and Raydel Tullous, "Assessment of the Wallace-Fay Model for Evaluating Job Worth," *Southwest Business Review*, Vol. 2, No. 1, Spring, 1992.
- Tullous, Raydel and J. Michael Munson, "Tradeoffs under Uncertainty in a High-Tech Industry: Implications for Industrial Purchasers," *International Journal of Purchasing and Materials Management*, Summer 1991.
- Tullous, Raydel and Richard L. Utecht, "Assessing R&D Projects for Small Businesses: An Analytic Hierarchy Process Approach," *Journal of Business & Entrepreneurship*, March, 1991.
- Tullous, Raydel, Karen Middleton, Dana K. Downs, and William T. Flannery, "The Small Business Innovation Research Program and a Model for Disbursement of Funds," *Journal of Business & Entrepreneurship*. 1, March 1989, 71-82.

## Refereed Proceedings

- Utecht, Richard L. and Raydel Tullous, "Countdown to Teaching," Allied Academies International Conference Proceedings, Vol. 15, No. 1, Reno, Nevada, October, 2008, pp. 163-172.
- Jackson, Sara and Raydel Tullous, "Encouraging SMEs to Export," Association for Small Business and Entrepreneurship Association Proceedings, Albuquerque, New Mexico, October, 2008, pp. 136-146.
- Tullous, Raydel and Sara Jackson, "Six Sigma Methods for Small and Medium Sized Enterprises," Association of Small Business and Entrepreneur Association Proceedings, Austin, Texas, October, 2007, pp. 517-527.
- Utecht, Richard Lee and Raydel Tullous, "Project Selection Models for SMEs," International Society of Business Disciplines Proceedings, October, 2007.
- Tullous, Raydel and Kellye Jones, "Attitudes toward E-Commerce and Levels of Anxiety and Involvement: Gender Differences," USASBE/SBI 2006 Joint Conference Proceedings, Tucson, Arizona, January 12-15, 2006.
- Tullous, Raydel, Sara C. Jackson, and Juan J. Gonzalez, "Exploring the Efficiency of Small Business Development Centers," in Review of Small Business & entrepreneurship Research, (ed.) Shawn Carraher, Proceedings of the Association for Small Business & Entrepreneurship, 2005, pp. 112.-125.
- Suttle, V. Adele, Richard L. Utecht, and Raydel Tullous, "A Rapid Supplier Selection Methodology," Allied Academies Fall 2005 International Conference Proceedings, Las Vegas Nevada, October 12-15, 2005.
- Tullous, Raydel, Richard Utecht, and Kellye Jones, "Introduction of New Products in a Small Business," *Association for Small Business and Entrepreneurship Proceedings*, San Antonio, Texas, November 3-5, 2004, pp. 265-279. Homer Saunders Best Paper Award
- Gonzalez, Juan and Raydel Tullous, "Lot-Size Ordering Problem with Backorder Using the Wagner-Whitin" *Production and Operations Management Proceedings*, Cancun, Mexico, April 2004.
- Gonzalez, Juan and Raydel Tullous, "The Lot Size Ordering Problem Using the Wagner-Whitin Model: A Spreadsheet Version," *Production and Operations Proceedings*, April 2002.
- Jones, Kellye and Raydel Tullous, "E-Commerce Attitudes and Involvement in the U.S. and Mexico," in *Directions in Business and Administrative Sciences Proceedings*, Academy of Business & Administrative Sciences 2001 International Conference, Quebec City, Canada, July 12-14, 2001.

- Utecht, Richard L., Raydel Tullous, and Kellye Jones, "Customer Satisfaction Segmentation Strategy," in *Global Business Trends: Contemporary Readings: 2000 edition*, (eds. Sam Fullerton and David Morris), Ypsilanti, MI: Academy of Business Administration, 2000, pp. 278-285.
- Tullous, Raydel and Richard L. Utecht, "Win-Win Programs for Channel Members," *Institute of Business Administration & Technology Proceedings*, 1998 International Conference, Toronto, Canada, July 8, 1998.
- Utecht, Richard L., Raydel Tullous, and Constance Lehmann, "Assessing the Representation of Maturity Market Models in Magazine Advertisements," in *Advances in Marketing*, Southwestern Marketing Association, Spring, 1996.
- Erdem, S. Altan, Raydel Tullous, and Richard L. Utecht, "Understanding the Study Habits of Students to Improve Performance: What Happens after the Test?" *American Society of Business and Behavioral Sciences Proceedings*, September 18-20, 1994.
- Utecht, Richard L. and Raydel Tullous, "Sourcing Strategies: A Segmentation Base," in *Advances in Marketing*, (eds) Daniel Sherrell, Daryl McKee, and Robert Bush, Southwestern Marketing Association, Spring, 1994, 123-128.
- Utecht, Richard L. and Raydel Tullous, "So, You Are Over Fifty, Does Anyone Care?" in *Advances in Marketing*, (eds) Daniel Sherrell, Daryl McKee, and Robert Bush, Southwestern Marketing Association, Spring, 1994, 40-49.
- Tullous, Raydel and Richard L. Utecht, "Effects of the Uncertainty of a Purchasing Situation on the Decision Making Unit," in *Advances in Marketing*, (eds) Joseph f. Hair, Jr., Daryl O. McKee, Daniel L. Sherrell. Southwestern Marketing Association, Spring 1992.
- Tullous, Raydel and Richard L. Utecht, "Strategies for Reducing Risk: Multiple or Single Sourcing," in *Progress in Marketing Thought*, (eds) Capella, Nash, Starling and Taylor. Southern Marketing Association, November 1990, 135-139.
- Werling, Stephen E. and Raydel Tullous, "Utilizing the Wallace-Fay Model as a Framework for Exploring Perceptions of Job Value" *Association of Management Proceedings*, August, 1990.
- Utecht, Richard L. and Raydel Tullous, "Differences in Use of External Information Sources by Maturity Market Segments," in *Advances in Marketing*, Spring, 1990, 138-142.
- Spivey, W. Austin, David F. Caldwell, and Raydel Tullous, "Training Sales Managers: An Organizational Perspective." in *An Assessment of Marketing Thought and Practice*, 1982

Educators' Conference Proceedings, Series No. 48, Chicago: American Marketing Association, 256-260.

### **Papers and Presentations**

Tullous, Raydel, Richard Utecht, and Kellye Jones, "Introduction of New Products in a Small Business," Presentation given at the Small Business and Entrepreneurship Conference, San Antonio, Texas, November 3-5, 2004.

Jones, Kellye and Raydel Tullous, "Technology Attitudes, Anxiety, and Involvement: Are There Gender Differences?" Visual Presentation at the Academy of Management Conference, Seattle, Washington, August 3-7, 2003.

Tullous, Raydel and Ralph Criss, "PURQUAL: A Method for Measuring the Service Quality of Purchasing Departments," Quality and Management Conference, Tempe, Arizona, February 12-14, 1998.

Tullous, Raydel, "Assessment Planning -- Core Curriculum," AAC&U Conference on New Developments in General Education and Its Renewal, San Antonio, Texas, February 20-22, 1997.

Constance Lehmann, Raydel Tullous, and John McCray, "Autoprojective Methods Versus Causal Methods for Forecasting Trade between Mexico and the U.S." presented at Ninth Annual International Association of Business Forecasting Conference, San Antonio, Texas, May, 1996.

Tullous, Raydel, "Rural America and Industrial Development," presented March 4, 1995, in Pearsall, Texas. Hosted by the City of Pearsall, and co-sponsored by UTSA Center for Economic Development and Coldwell Banker.

Tullous, Raydel and Richard L. Utecht, "Assessing R&D Projects: An Analytical Hierarchy Process Approach," presented at the SWFAD Conference in Houston, Texas, March, 1991.

Middleton, K., D.K. Downs, R. Tullous, and W.T. Flannery, "Small Business Innovation Research Program: Guidelines for Small Businesses," presented at SWFAD Conference, New Orleans, March 8 - 11, 1989.

Tullous, Raydel and W. Austin Spivey, "A Review of Latest Simulations and Lotus Templates Published for Marketing Management and Marketing Strategy Classes," presented at SWFAD Conference, Houston, March 11-14, 1987.

Futrell, Charles, Raydel Tullous, and W. Austin Spivey, "Sales Manager Decision Simulation and a Sales Presentation Exercise," The 1986 Winter Marketing Educators' Conference, February, 1986.



Tullous, Raydel and W. Austin Spivey, "Selection Support Systems for the Industrial Salesforce: Integrating the Personal Computer," The Institute of Management Science, XXVI International Meeting, June 1984.

**Books or Chapters in Books**

Futrell, Charles, W. Austin Spivey, and Raydel Tullous, "Case 5.1: Minimax Robotic Gripper, Inc.: A Sales Management Computer Simulation," in *Sales Management*. New York: The Dryden Press, 1988.

Stanton, William J., Charles W. Futrell, W. Austin Spivey, Raydel Tullous, and Jerre B. Richardson. Case Notes, Software, and Software Documentation, to accompany *Fundamentals of Marketing*, New York: McGraw-Hill, 1987.

## PROFESSIONAL RECOGNITION

### Fellowships and Grants

Department of Energy -- Martin Marietta Energy Systems  
Development of Environmental Management Curricula (1994-1995)

Department of Community Initiatives  
City of San Antonio -- Aerospace Technology Training 1991-1992

Faculty Research Award - UTSA Center for Entrepreneurial Development: "The Effectiveness of Small Business Innovation Research Grants in the Process of Commercialization" [1989]

Faculty Research Award - "The Trends in Corporate Focus and Technology Usage in the Biotechnology Industry" [1988]

National Association of Purchasing Management - Doctoral Dissertation Grant [1982]

Schwartz Foundation Grant - Outstanding Doctoral Student [1979 and 1981]

Texas Christian University - Teaching Assistantship [1968]

### Honors and Awards

College of Business, Combined Teaching, Research and Service Award, 1992-1993.

Best Paper Award - Human Resources Management [1990]

University of Santa Clara - Teacher of the year [1981]

Pi Mu Epsilon - honorary math society [1968]

### Professional Memberships

Institute for Operations Research and Management Science

American Statistical Association

Production and Operations Management Society

The Academy of Marketing Science

Society for Marketing Advances

Association for Small Business and Entrepreneurship

## CURRICULUM DEVELOPMENT

### Graduate

Multivariate Statistics  
Quantitative Methods for Business  
Decision Analysis and Production Management  
Production and Operations Management  
Simulation  
Promotion Management  
Marketing Principles  
Contemporary Issues in Management Science:  
    Total Quality Management  
Marketing Research  
Contemporary Issues in Management Science:  
    Statistical Process Control, Total Quality, and Customer Satisfaction  
Special Studies in Management Science: Global Operations Management  
Special Studies in Management Science: Forecasting and Inventory  
Special Studies in Management Science: Supply Chain Management  
Special Studies in Management Science: Project Management

### Undergraduate

Marketing Research  
Advertising  
Distribution  
Principles of Marketing  
Management Science and Production Management  
Statistical Applications in Business  
Contemporary Issues in Marketing  
Principles of Management  
Quantitative Methods in Business  
Simulation Applications in Business  
Decision Support Systems  
Supply Chain Management  
Special Studies in Management Science: Six Sigma  
Project Management

### Seminars and Training Programs

Forecasting and Inventory Systems  
Decision Support Systems  
Rural Economic Development  
Quality Statistical Process Control  
Reliability and Maintainability Program

LOTUS Seminars

## SERVICE

### University Level

- Chair**            Teaching Effectiveness and Development Committee  
Elected to this committee fall of 1995, fall of 1997, and fall of 1999 (2-year terms), and I have served as chair for four years. Prior to the establishment of a formal Teaching and Learning Center at UTSA, we conducted workshops and seminars designed to increase teaching effectiveness. During the past 18 months we have reviewed how teaching effectiveness is evaluated at the University, surveyed faculty regarding their concerns and issues, developed activities and placed the activities in teaching role categories, and prepared interim reports to the faculty. We expect to have a final report and recommendations submitted no later than April, 2001. In addition, the Committee has oversight of an ad hoc committee assigned the task of reviewing the teaching evaluation instrument that is currently being used by UTSA students as well as other instruments. Term completed August 31, 2001.
- Member**            University Assembly  
Elected to the assembly beginning in the fall of 1995 for three 2-year terms. Faculty elected to the Assembly are the Faculty Senate members. University Assembly and Faculty Senate separated and UA restructure to represent administration.
- Member**            Faculty Senate  
Elected--served from 1995 through 2001; elected 2003 and currently serving. Also serve as the Parliamentarian.
- Member**            Academic Freedom and Tenure Committee  
Elected to this standing committee and served for two 2-year terms. Reviewed promotions and tenure policies, post-tenure review policies, and monitor implementation. Surveyed faculty concerning the current promotion and tenure process and implementation procedures.
- Member**            Academic Policy and Requirements Committee  
Elected to this standing committee and served two 2 year-terms. Reviewed all curriculum and faculty policy changes each year. Reviewed changes in the University Charter and Faculty Senate by-laws necessitated by the restructuring.

Member	<p>Graduate Council Elected to the Graduate Council in the fall of 1994, 1996, 1998, 2000, 2004, and 2006 (2-year terms). Reviewed and recommended new graduate programs; reviewed existing graduate programs and courses; and recommended membership on the Graduate Faculty.</p>
Chair	<p>Committee on Committees Elected to this committee by the College of Business in 1999 to serve a one-year term, elected in 2000, 2004, and 2008 to serve 4-year term. Assist the President in the appointment of standing committees. Review nominees for 18 committees each year and made recommendations. Currently serving and Chair.</p>
Chair	<p>University Curriculum Committee Elected to this standing committee in the fall of 1995 and 1997 (2-year terms). I was elected Chair in 1997 and 1998. This committee provides the final review of program and course changes and submits a report to the Faculty Senate for its approval prior to sending the changes to system.</p>
Member	<p>University Standing Committee on Core Curriculum Nominated and appointed to this committee in 1993 and served until I became Director of the Office Core Curriculum in 1998. While on this committee I served as Chair of the Assessment Task Force, attended Assessment and Quality Conference in 1997, and prepared proposal with team members for invitation to the 1998 Institute on General Education and attended the institute. Worked with team to implement assessment techniques of the core curriculum at UTSA. Conducted focus groups and surveyed faculty concerning courses in the Core and evaluation. Administered Watson-Glaser Critical Thinking Test to a sample of 380 students. Developed Core Curriculum (transferable core courses across all public higher educational institutions in Texas) which was approved by the faculty and by the Coordinating Board.</p>
Member	<p>Membership Committee of Graduate Council Elected to this standing committee in 1994 and 1996 (2 year-terms). We developed and recommended to the Graduate Council the qualifications of faculty for membership on the Graduate Faculty. Thereafter we reviewed and evaluated all applicants for membership to the Graduate Faculty.</p>
Coordinator	<p>SACS Accreditation COB Assessment Committee [2008-2009] Review and complete learning assessment plans. Oversee assessment in the appropriate courses. Prepare reports as needed.</p>
Member	<p>SACS Accreditation Committee Assessment Working Group Appointed by the President in the fall of 1997 to serve on this committee and represent the Division of Management and Marketing and the College of Business.</p>

Served on the committee until the site visit in the spring of 2000 by the Southern Association of College and Schools for reaccreditation purposes. We were responsible for ensuring that all of the documentation for the “must” statements was provided in thorough manner. I prepared the responses to the must statements in Section 4. (Undergraduate Educational Program).

Member SACS Learner-Centered Committee  
Appointed to represent to the Office of Core Curriculum in fall of 1998. Since UTSA chose to include a Thematic Self-Study process in addition to the traditional process, we had two parallel development and evaluation groups coordinating reaccreditation.

Member Undergraduate Education and Core Curriculum Planning Group  
Appointed by the President in the spring of 1997 to prepare strategic initiatives (1997-98 to 2004-2005). I served as chair of a subcommittee that prepared two strategic initiatives: Assessment of Core Curriculum and Discussion Sections for Students at Risk. The first received full funding, and the latter received partial funding.

Member Graduate Education and Research Planning Group  
Appointed by the President in the spring of 1997 to prepare strategic initiatives (1997-98 to 2004-2005). I served as chair of a subcommittee that was charged with Agraduate student involvement in undergraduate retention efforts,@ and we prepared one strategic initiative: Discussion Sessions Conducted by Graduate Students.

Member Ad Hoc Budget Committee of Faculty Senate  
Elected in 1998 to review allocation of resources.

### **College Level**

Member College Curriculum and Program Review Committee--Graduate [elected 2001 and 2003 for two-year terms].

Member College Faculty Advisory Committee  
Elected to this committee Fall of 1999. Responsibilities include advisory functions to the Dean with respect to policies, academic programs, faculty development and travel. Currently we are preparing guidelines for new by-laws under the proposed departmental restructuring.

Member Academic Affairs Committee--UT System MBA Online Consortium  
Appointed by the Dean to serve as the UTSA graduate faculty representative for MBA Online Consortium consisting of eight UT system universities (2-year appointment). Reviewed policies, the sequencing of courses, and evaluation procedures. Subcommittee reviewed specific courses for content and ease of use by students-my subcommittee

completed evaluation of the quantitative methods course. Continuing member of the Committee and teach management science course for the MBA Online Consortium program.

Member Academic Policy and Curriculum Committee  
Elected representative of the Management Science faculty. Responsibilities included considering new and modified courses and academic programs and oversight of the college undergraduate academic policy proposals. Served 4 years.

Member College of Business Restructuring Implementation Committee  
Elected representative of the Management Science. This committee was assembled at the beginning of the fall semester (2000) to determine how many departments should be created in the COB, how to elect chairs, how to arrange and staff the departments, and to provide guidance to the departments. Served 1 year - restructuring completed September 1, 2002.

Member MBA Review Committee  
Ad hoc committee established by the Dean to review the MBA program. Committee conducted numerous dialogue group sessions, sought information from faculty and other programs, devised an integrative MBA program that included team teaching, interdisciplinary classes, weekly collaborative sessions, and a reduction in leveling courses. Began serving in 2001 and am continuing to serve.

Member College AACSB Compliance Review Committee  
Appointed to the Committee by the Dean. Gathered data and prepared exhibits for faculty size, composition and deployment. Wrote Section on Faculty Composition and Development for the 1997 AACSB reaccreditation process.

Member College Student Computer Facilities Committee - appointed 2-year term 2000

Member Recruitment Committee Director of Institute for Studies in Business (Affirmative Action Representative) - appointed 1999-2000.

### **Department/Division Level**

Coordinator Management Science Area  
Elected Area Coordinator by the management science faculty in 1991. Responsibilities include fostering teamwork, scheduling classes, coordinating multiple sections with faculty, advising undergraduate majors and graduate students with a concentration in management science, assisting with internships and career choices, listening to management science faculty and taking their proposals forward to administrators, and hiring adjunct faculty as needed.



**Chair**            Division Faculty Advisory Committee  
Elected to this committee in the fall of 1993, 1995, 1997, and 1999 (2-year terms). I have served as Chair since 1995. This committee is the advisory group to the Division Director, and it is responsible for writing and initiating changes to the Division by-laws, holding elections, providing guidance with respect to policies and procedures. In addition, each year it meets with the Division Director to review the merit appraisal process and assist in evaluating the Division faculty. This Committee is now the Department Faculty Advisory Committee, and I am still serving as Chair.

**Chair**            Division Faculty Review Advisory Committee  
All tenured faculty in the division are members of this committee. I was elected and served four terms as the Chair while part of the Division. This Committee reviews all of the tenure and promotion files and makes appropriate recommendations. It is now the Department Faculty Review Advisory Committee, and I have served as chair since 2001 (became a department).

**Students**

Advising, counseling, and other student services:

- .        Faculty Advisor for the MBA Association
- .        Faculty Advisor for the Taiwanese Student Association
- .        Advisor (MS major) -- Review files and advise undergraduate management science majors on appropriate courses, assist in obtaining internships, career choices, etc.
- .        Advisor (MS graduate courses) -- Review files and advise graduate students regarding prerequisites for MS 5003 and MS 5023, and advise students with management science concentrations.

**Community**

**Past Board Member & President**    Scenic Oaks Property Owners Association. Scenic Oaks is an unincorporated residential community in Bexar County with over 300 members. Budget responsibilities vary from \$150,000 to \$250,000 a year based upon necessary road and bar ditch repairs. Served 8 years (through August 2003).

**Chair**            Road and Bar Ditch Committee - responsible for determining future road and bar ditch maintenance, including bids, overseeing construction work, preparation of budget, proposed assessments, etc.

**Volunteer**        Junior Achievement -- prepared survey, analyzed data, and reported results and interpretation to the San Antonio Junior Achievement office.

## **Professional Organizations and Professional Development**

Certified Conflict Resolution Mediator

Member of the Editorial Review Board for *Journal of Business and Entrepreneurship*

Ad hoc reviewer for National Conference of the Academy of Business Administration

Ad hoc reviewer for Southwestern Marketing Association

Ad hoc reviewer for Association for Small Business and Entrepreneurship

Ad hoc reviewer for *Journal of Small Business Management*

Ad hoc reviewer for *Entrepreneurship: Theory and Practice*

Ad hoc reviewer for various conferences

Alverno Assessment Workshop (January 30 and 31, 1998)

James Anderson Workshop (February 23, 1998)

Hoffman-Thomas Workshop (April 2 and 3, 1998)

Asheville Institute (June 5 - 10, 1998)

McCombs/Lauer Workshop (September 14 and 15, 1998)