

NANCY LEA HYER
 Owen Graduate School of Management
 Vanderbilt University, Nashville, TN 37203
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EDUCATION

<u>University</u>	<u>Degree</u>	<u>Date</u>	<u>Fields</u>
Indiana University	Ph.D.	12/82	International Business Operations Management
Indiana University	M.B.A.	8/81	Operations Management
Indiana University	--	77/78	Completed 30 hours graduate course work in Russian and East European Studies
Georgetown University	--	6/77	Intensive Russian Language Institute
University of Richmond	B.A.	5/77	History/Russian Studies

EMPLOYMENT

Vanderbilt University Owen Graduate School of Management July 2013 – present	Associate Dean MBA Programs Associate Professor (with tenure)
Vanderbilt University Owen Graduate School of Management November 2010 – June 2013	Associate Dean Academic Programs Associate Professor (with tenure)
Vanderbilt University Owen Graduate School of Management March 2001 – November 2010	Associate Professor (with tenure)
Vanderbilt University Owen Graduate School of Management January 1992—March 2001	Associate Dean for Academic Programs and Associate Professor (with tenure)
Hewlett-Packard Network Measurements Division Santa Rosa, California February 1989 – January 1992	Operations Research Manager: Responsibilities included (1) lead project teams that were designing and implementing the “factory of the future,” (2) provide management education for the manufacturing management team, (3) identify and pursue opportunities to apply Group Technology/Cellular Manufacturing, and (4) conduct independent research.
Estonian Business School Tallinn, Estonia, USSR March, 1990	Visiting Faculty Member: Taught Estonian Business School “MBA” Students and Soviet executives, classes focused on quality.
Hewlett-Packard Network Measurements Division Santa Rosa, California May, 1988 – February, 1989	Faculty Exchange Participant: Conducted manufacturing research

University of North Carolina
Graduate School of Business
Chapel Hill, North Carolina
May, 1987 – February, 1989

Associate Professor of Business (with tenure)

University of North Carolina
Graduate School of Business
Chapel Hill, North Carolina
January, 1983 – May, 1987

Assistant Professor of Business

Indiana University
Graduate School of Business

Visiting Lecturer (Fall, 1982)
Associate Instructor (Fall, 1979 – Spring, 1982)

RESEARCH

Ph.D. THESIS TITLE

“Group Technology: Development, Diffusion and Applications in the U.S. and International Context.”

BOOKS

Managing Projects: A Team-Based Approach (with Karen A. Brown). Chicago: McGraw-Hill, 2010.

Reorganizing the Factory: Competing through Cellular Manufacturing (with Urban Wemmerlöv). Portland, Oregon: Productivity, 2002. (Winner of the 2003 *Shingo Prize* for Excellence in Research in Manufacturing).

Capabilities of Group Technology, (editor). Dearborn, Michigan: Society of Manufacturing Engineers, 1987.

Group Technology at Work, (editor). Dearborn, Michigan: Society of Manufacturing Engineers, 1984.

REFEREED JOURNAL PUBLICATIONS

The Question Every Project Team Should Answer. *MIT Sloan Management Review*. 2013, 55 (1), 49-57 (with Karen Brown and Richard Ettenson).

Why Every Project Needs a Brand (and How to Create One). *MIT Sloan Management Review*. 2011, 52 (4), 61-68 (with Karen Brown and Richard Ettenson).

The Project Manager’s Balancing Act. *Production and Inventory Management Journal*, 2010, 46, 56-72 (with Karen A. Brown).

Performance Analysis of a Focused Hospital Unit: The Case of an Integrated Trauma Center. *Journal of Operations Management*, 2009, 27 (3), 203-219 (with Urban Wemmerlöv and John Morris).

- *Journal of Operations Management* 2009 **Best Paper Award** recipient

Fred Harvey and the Service Profit Chain *circa* 1876. *Journal of Operations Management*, 2007,

27 (2), 284-299 (with Karen Brown).

Work Cells with Staying Power: Lessons for Process Complete Operations. California Management Review, 2003, 46 (1), 27-52 (with Karen Brown).

Whole Brain Thinking for Project Management, Business Horizons, 2002, May-June, 47-57 (with Karen Brown).

“The Discipline of Real Cells,” Journal of Operations Management, 1999, 17 (5), 557-574 (with Karen Brown).

“A Socio-technical Systems Approach to Cell Design: Case Study and Analysis,” Journal of Operations Management, 1999, 17 (2), 179-203 (with Karen Brown and Sharon Zimmerman).

“An Expert System Based Approach to Manufacturing Cell Design,” International Journal of Production Research, 1995, 33(10), 2739-2755 (with Amit Basu and Avy Shtub).

“A Structured Approach to the Adoption of Group Technology,” The International Journal of Manufacturing Systems Design, 1(1), 1994 (with Avy Shtub and Amit Basu).

“Cellular Manufacturing in the U.S. Industry: A Survey of Users,” International Journal of Production Research, 1989, 27(9), 1511-1530 (with Urban Wemmerlöv).

Group Technology in the U.S. Industry: A Survey of Current Practices, International Journal of Production Research, 1989, 27(8), 1287-1304 (with Urban Wemmerlöv).

“Group Technology: An Information Management Foundation for Manufacturing Organizations,” CIM Review, Winter 1987 (with Bob Zmud and Dave Peterson).

“Procedures for the Part Family/Machine Group Identification Problem in Cellular Manufacturing,” Journal of Operations Management, 1986, 6(2), 125-146 (with Urban Wemmerlöv).

“Research Issues in Cellular Manufacturing,” International Journal of Production Research, 1986, 24(3), 413-431 (with Urban Wemmerlöv).

Research Needs in Managing Factory Automation,” Journal of Operations Management, 1986, 6(2), (with Jack Meredith, Urban Wemmerlöv, Stephen Rosenthal).

“The Human Factor in Cellular Manufacturing,” Journal of Operations Management, 1985, 5(2), 213-228 (with Vandra Huber).

“Group Technology Oriented Coding Systems: Structures, Applications and Implementation,” Production and Inventory Management, 1985, 26(2), 55-78 (with Urban Wemmerlov). [reprinted in Group Technology at Work]

“Group Technology and Productivity,” Harvard Business Review, 1984, 62(4), 140-149 (with Urban Wemmerlov). [reprinted in Capabilities of Group Technology]

“The Potential of Group Technology for U.S. Manufacturing,” Journal of Operations Management, 1984, 4(3), 183-202. [reprinted in Group Technology at Work]

“MRP/GT: A Framework for Production Planning and Control of Cellular Manufacturing,” Decision Sciences, 1982, 13(4), 681-701 (with Urban Wemmerlöv). [reprinted in Group Technology at Work]

REFEREED CHAPTERS IN BOOKS

“Group Technology,” in The Handbook of Industrial Engineering, editor Gavriel Salvendy. New York: John Wiley and Sons, 1992, 464-489. (with Urban Wemmerlov)

NON-REFEREED JOURNAL PUBLICATIONS AND BOOK CHAPTERS

Lean Lawyering: A Change in Perspective. *Of Counsel: The Legal Practice and Management Report*. 2013, 32 (2), 6-13 (with Murdock, J. III).

How to Succeed, or Fail, with Project Management: Interview with Karen Brown and Nancy Hyer, Authors of “Managing Projects: A Team-Based Approach.” Operations and Technology Matters, Erdman Center for Technology and Operations, University of Wisconsin. Spring 2009.

“Cell manufacturing: The hard part is to get the people in step with the program,” Mechanical Engineering, 2004, March, pp. 13-16 (with Urban Wemmerlöv).

“Getting Cells in Place,” Manufacturing Engineering, 2003, Vol. 30, No. 3, pp.89-97 (with Urban Wemmerlöv).

“The Benefits of Product-Focused Teamwork – Cells in Offices and on Manufacturing Floors,” Owen@Vanderbilt, 2003. Vol. 23, No. 1, pp. 31-32 (with Urban Wemmerlov).

“The Office that Lean Built,” IIE Solutions, 2002, October, 37-42 (with Urban Wemmerlöv).

“Monuments in a Lean World,” Association for Manufacturing Excellence Electronic Newsletter, 2002, September, (with Urban Wemmerlöv).

“More Ticklers for Use in the OM Classroom,” Decision Line, 1998, May. [Invited article; with Karen Brown, Dwight Smith Daniels, and Linda Sprague.]

“Cinematic Ticklers,” Decision Line, 1997, 28 (1), 7-9. [Invited article; with Karen Brown, Dwight Smith Daniels, and Linda Sprague.]

“Time Management Tips for Soon-to-be Ph.D.’s,” DSI Newsletter, 1995, July. [Invited article.]

“Operations 2000: Visions of the Future,” Operations Management Review, 1993, 10(10), 61-70.

“Group Technology Practices Among U.S. Manufacturers,” Manufacturing Engineering, 1989, (with Urban Wemmerlöv).

“Cellular Manufacturing Practices,” Manufacturing Engineering, 1989, (with Urban Wemmerlöv).

“Group Technology and Data Processing,” Encyclopedia of Computer Science and Technology.

“Management’s Guide to Group Technology,” Operations Management Review, 1984, 2(2), 36-42.

PUBLISHED CASES AND CASE TEACHING NOTES

Frumherji Ltd., Reykjavik: The Vehicle Inspection Process, Teaching Note, C11-08-0015, Thunderbird School of Global Management (with K. Brown, and B. Thorbjornsdottir), 2008.

“The Teleclassroom Project,” in C. McLaughlin, The Management of Nonprofit Organizations, New York: Wiley & Sons, 1985.

CURRENT PROJECTS/WORKING PAPERS

Sustaining the Project Brand from Pitch and Payoff (with Karen Brown and Richard Ettenson).

Reducing Waste in Law Practice Operations (with John E. Murdock III).

Legal Project Management (with John E. Murdock, III).

GlobalMed: Telemedicine for the Rio Olympics. (Teaching case with Karen Brown and Nathan Washburn).

Lean at Horseshoe Cleveland. (Teaching case with Karen Brown and Brad Hirsch).

“University Medical Center: Redesigning Trauma Operations.” (Teaching case with Urban Wemmerlöv and Karen Brown.)

CONFERENCE PROCEEDINGS (Proceedings papers were also presented)

“The Performance of a Focused Factory in Health Care: A Case Study,” Proceedings - GTCM 2006, Groningen, The Netherlands, July 2006, with Urban Wemmerlöv and John A. Morris.

“Teaching Critical Chain Concepts,” (Abstract), Proceedings of the Decision Sciences Institute Annual Meeting, Boston, MA, November, 2004, with Karen Brown and Jaume Ribera.

“Cellular Manufacturing in Health Care: The Case of A Trauma Unit,” One World? One View of OM? The Challenge of Integrating Research & Practice: Proceedings of the Joint POMS-EUROMA Conference (2003, Vol. 1, pp. 913-918), Padova, Italy: SGEEditoriali (with Urban Wemmerlöv, Dr. John Morris, and Avy Shtub).

“How to Compensate Manufacturing Employees in Cell/Team-Based Environments: A Primer on Pay Systems,” Proceedings of QRM2003: The 4th International Conference on Quick Response Manufacturing (pp. H1-H27), October, 2003, with Urban Wemmerlöv.

“Mind Mapping as a WBS Development Tool,” Proceedings of Project Management Institute 2001, November, with Karen Brown.

“Quick Response (and Much More) Through Cellular Manufacturing,” QRM 2001, The 2nd Annual Conference on Quick Response Manufacturing, Conference Proceedings, October 2001, Madison, Wisconsin, with Urban Wemmerlöv.

“The Life Cycle Dynamics of Manufacturing Cells: Continuation, drift and dissolution,” Proceedings of the Decision Sciences Institute, 2000, Orlando, November, with Karen Brown.

“The Discipline of Real Cells,” Proceedings of the Decision Sciences Institute, 1999 International Meeting Athens, Greece, July, with Karen Brown.

“A Taxonomy of Cell Management Challenges and Outcomes: An Electronics Industry Field Study,” Proceedings of the Decision Sciences Institute, 1996 Annual Meeting, Orlando, November, with Karen Brown.

“Cinematic Ticklers,” Proceedings of the Decision Sciences Institute, 1996 Annual Meeting, Orlando, November, with Karen Brown, Dwight Smith-Daniels, and Linda Sprague.

“Understanding Cell Management Challenges and Outcomes: A Taxonomy,” Proceedings of the Decision Sciences Institute, 1995 Annual Meeting, Boston, with Karen Brown.

“A Socio-Technical Systems Approach to Work Cell Design: A Case Study,” Proceedings, 1993 Decision Science Institute Annual Meeting, November, Washington, D.C. (with Sharon Zimmerman).

“Managerial and Technical Considerations in the Adoption of Group Technology,” Proceedings of the 9th International CAD/CAM, Robotics and Factories of the Future Conference, Newark, August, 1993 (with Amit Basu and Avy Shtub).

“Centralized Assembly and Test Work Redesign: A Case Study,” Proceedings of the Hewlett-Packard Work Innovation Network Conference, September 24-25, Palo Alto (with Sharon Zimmerman).

“An Effective Implementation of a Parts Coding System: A Case Study of Paccar,” Proceedings of the National Meeting of the Decision Sciences Institute, New Orleans, November, 1989. [Honorable Mentions for Best Application Paper.]

“New Technology – Its Strategic Advantages and Justification,” Proceedings of the Eighth Annual Operations Management Association National Conference, Columbus, Ohio, April, 1988.

“The Role of Group Technology in Manufacturing Strategy,” Proceedings of the National Meeting of the Decision Sciences Institute, Las Vegas, November, 1988.

“Justification of Group Technology Classification and Coding Systems,” Proceedings of the National Meeting of the Decision Sciences Institute, Las Vegas, November, 1988 (with Urban Wemmerlöv).

“Cellular Manufacturing in the U.S. Manufacturing Industry,” Proceedings of the National Meeting of the Decision Sciences Institute, Boston, November, 1987 (with Urban Wemmerlöv).

“Group Technology in the U.S. Manufacturing Industry,” Proceedings of the National Meeting of the Decision Sciences Institute, Honolulu, November, 1986 (with Urban Wemmerlöv).

“Research Issues in Cellular Manufacturing,” Proceedings of the National Meeting of the Decision Sciences Institute, Las Vegas, November, 1985 (with Urban Wemmerlöv).

“Group Technology: A Tutorial,” Proceedings of the Southeast Regional Meeting of the Decision Sciences Institute, New Orleans, March, 1985.

“Cell Formation for Group Technology: Theory and Practice,” Proceedings of the National Meeting of the Decision Sciences Institute, Toronto, November, 1984 (with Urban Wemmerlöv).

“Formation of Group Technology Cells,” Proceedings: Synergy 1985 – Functional Interfacing for CIM, co-sponsored by Society of Manufacturing Engineers and American Production and Inventory Control Society, Chicago, November, 1984 (with Urban Wemmerlöv).

“The Human Impact of Group Technology,” Proceedings of the National Meeting of the Academy of Management, Boston, August, 1984 (with Vandra Huber).

“The Potential of Group Technology for U.S. Manufacturing,” Proceedings of the National Meeting of the Decision Sciences Institute, San Antonio, November, 1983.

“MRP/GT,” Proceedings of the National Meeting of the Decision Sciences Institute, Boston, November, 1982 (with Urban Wemmerlöv).

PROFESSIONAL PRESENTATIONS

Why Your Project Needs a Brand, Presented at Nashville IT Annual Symposium, Nashville, November 2013.

Lights, camera, action: Using video clips to teach project management. Presented at Decision Sciences Institute 2010 Annual Meeting, San Diego, November 20, with Karen Brown.

Lean Health Care: A Review of the Application of Lean Thinking and the Toyota Production System to Hospital Operations, EurOMA 2009 annual meeting, Groningen, The Netherlands, June 2008, with Urban Wemmerlöv. (Also presented by co-author at POMS 2008 Annual Meeting in San Diego, May, 2008).

The Performance of a Focused Factory in Health Care: A Case Study, Presented at GTCM 2006, Groningen, The Netherlands, July 2006, with Urban Wemmerlöv and John A. Morris. (Also presented by co-author, Urban Wemmerlov, at *Innovations in Healthcare Delivery*, September, 2008 in Cincinnati, Ohio.)

Blending Two Diverse Schools: Creation of a Novel Healthcare MBA with an Academic Medical Center. Invited Session at Decision Sciences National Meeting, San Francisco, November, 2006.

Fred Harvey and The Service Profit Chain, circa 1876. Presented at POMS 2006 Annual Meeting, Chicago, May, 2005, with Karen Brown.

“Teaching Critical Chain Concepts,” Decision Sciences Institute, 2004, Annual Meeting, Boston, MA, November, with Karen Brown and Jaume Ribera.

“Whole Brain Thinking for Project Management,” Decision Sciences Institute, 2003, Annual Meeting, Washington, DC, November, with Karen Brown.

“Specialty MBA Programs: The Vanderbilt Experience,” Decision Sciences Institute, 2003, Annual Meeting, Washington, DC, November.

“Decision Sciences in the Core: The Vanderbilt Experience,” Decision Sciences Institute, 2003, Annual Meeting, Washington, DC, November.

“Applying Cellular Thinking to Non-Manufacturing Settings: The Case of a Hospital Trauma Unit,” Decision Sciences Institute, 2002 Annual Meeting, San Diego, with Avy Shtub, Urban Wemmerlöv, and John Morris.

“Using A Cellular Manufacturing Approach to Teach Factory Management,” Decision Sciences Institute, 2002 Annual Meeting, San Diego, with Urban Wemmerlöv.

“Teaching Factory Management,” Production and Operations Management Society, 2002 Annual Meeting, San Francisco, with Urban Wemmerlöv.

“You Be the Jury: Mock Tenure Review,” Decision Sciences Institute, 2001 Annual Meeting, Doctoral Consortium, San Francisco, with Linda Sprague, Ram Narisimhan, Harvey Brightman, Bill Perkins, and Karen Brown.

“A Closer Look at Cells: Definitional Perspectives and a Benefits Framework,” Presented at Production and Operations Management Society Annual Meeting, April 2001, Orlando (with Urban Wemmerlöv).

“Cellular Design and Health Care Facilities: Principles, Feasibility and a Case Study,” International Conference on Telemedicine, December 2000, Tel Aviv, Israel, with Avraham Shtub and John Morris.

“Cells: The rest of the story,” Decision Sciences Institute, 2000 Annual Meeting, Orlando, November, with Karen Brown.

“Integration in the First Year MBA Program: The Vanderbilt Experience,” Decision Sciences Institute, 2000 Annual Meeting, Orlando, November.

“Profiting from Executive Education: The Changing Landscape of Executive Education,” Decision Sciences Institute, 2000 Annual Meeting, Orlando, November.

“The Performance Final,” Production and Operations Management Society 2000 Annual Meeting, San Antonio, April.

“Selection, Training and Development of Cell Personnel,” Production and Operations Management Society 2000 Annual Meeting, San Antonio, April, with Urban Wemmerlöv.

“An Historical Perspective on Group Technology and Cellular Manufacturing,” keynote address at Second International Conference on GT/CM, San Juan, Puerto Rico, March, 2000, with Urban Wemmerlöv.

“Measuring the Performance of Manufacturing Cells,” Second International Conference on GT/CM, San Juan, Puerto Rico, March, 2000, with Urban Wemmerlöv.

“Cinematic Ticklers,” Decision Sciences Institute, 1999 Annual Meeting, New Orleans, November, with Karen Brown, Dwight Smith-Daniels, and Linda Sprague.

“Performance Measurement in a Cellular Context,” Production and Operations Management Society, 1999 Annual Meeting, Charleston, March, with Urban Wemmerlöv.

“Cinematic Ticklers,” Proceedings of the Decision Sciences Institute, 1998 Annual Meeting, Las Vegas, with Karen Brown, Dwight Smith-Daniels, and Linda Sprague.

“OMA Goes to the Movies: Using Cinema in Teaching and Meetings,” Operations Management Association Annual Meeting, April, 1997, Santa Clara, with Karen Brown and Linda Sprague.

“Cinematic Ticklers,” Proceedings of the Decision Sciences Institute, 1996 Annual Meeting, Orlando, with Karen Brown, Dwight Smith-Daniels, and Linda Sprague.

“Understanding Just-in-Time and Manufacturing Cells,” Global Manufacturing Research Group, 1996 Annual Meeting – presentation to Polish executives, with Karen Brown.

“Understanding Cell Management Challenges and Outcomes,” INFORMS 1996 Semi-Annual Meeting, Washington, D.C., May, with Karen Brown.

“An Integrative Approach to Work Cell Design: A Socio-Technical Systems Perspective,” Production Operations Management Society 1994 Annual Meeting, Washington, D.C., October.

“A Socio-Technical Systems Approach to Cell Design,” at the Production Operations Management Society 1992 Annual Meeting, Orlando, October 18, 1992, with Sharon Zimmerman.

“Linking People and Product Activity for Improved Productivity through Work Cells,” at *Manufacturing Cells Makes Cents*, sponsored by The Manufacturing Institute of The Institute for International Research, Chicago, September, 1990.

“Manufacturing Cells and Manufacturing Strategy,” Presented at *Implementing Focused Factories*, sponsored by The Manufacturing Institute of The Institute for International Research, Chicago, June, 1990.

“Manufacturing Cell Case Studies,” Presented at *Implementing Focused Factories*, sponsored by The Manufacturing Institute of the Institute for International Research, Chicago, June, 1990.

“Case Study of a Parts Classification System,” Presented at Society of Manufacturing Engineers International Meeting, Detroit, May, 1989, with Janette Paulson.

“Group Technology Practices,” Presented at *Group Technology Concepts and Applications: A Users’ Forum*, sponsored by the Society of Manufacturing Engineers, Denver, September, 1988, with Urban Wemmerlov.

“Group Technology Today,” Keynote address at 1988 CimTelligence users’ Group Meeting, Boston, February, 1988.

“Cellular Manufacturing Practices among U.S. Firms,” Presented at *Cellular Manufacturing Strategies for JIT and CIM*, sponsored by the Society of Manufacturing Engineers, Dearborn, June, 1987.

“Group Technology in the U.S. Manufacturing Industry,” Presented at *Group Technology – A Users’ Forum*, sponsored by the Society of Manufacturing Engineers, Philadelphia, September, 1986.

“Group Technology: An Introduction and Overview of Current Practices,” Presented at *Computer Integrated Strategies for Competitive Batch Manufacturing*, sponsored by the Society of Manufacturing Engineers, Los Angeles, March, 1986.

“Group Technology in U.S. Manufacturing,” Presented at *OIR Group Technology Users’ Group Conference*, sponsored by the Organization for Industrial Research, Boston, October, 1985.

“State of the Art in U.S. Applications of Group Technology,” Presented at *Group Technology '85*, sponsored by the Society of Manufacturing Engineers, Chicago, September, 1985.

“The Potential of Group Technology,” Presented at *CIM Strategies for Competitive Batch Manufacturing*, sponsored by the Society of Manufacturing Engineers, Detroit, May, 1985.

“Group Technology,” Presented at *Automated Manufacturing Plant Modernization Strategies and Technologies*, sponsored by Frost and Sullivan, St. Petersburg, February, 1985.

“Group Technology,” Presented at *Harvard Operations Management Seminar Series*, Harvard Business School, Boston, December, 1984.

“The Role of Group Technology in Factory Modernization – A Tutorial,” Presented at National Meeting of the Decision Sciences Institute, Toronto, November, 1984, with Urban Wemmerlov.

“Research Needs in Factory Automation,” Presented at National Meeting of the Decision Sciences Institute, Toronto, November, 1984, with Jack Meredith and Stephen Rosenthal.

“Tutorial on Group Technology,” Presented at Midwest Regional Meeting of the Decision Sciences Institute, Indianapolis, May, 1984, with Urban Wemmerlov.

“Group Technology: Diffusion and Implementation in the U.S. Industry,” Presented at ORSA/TIMS Process Innovation Seminar, Chicago, April, 1983.

“The International Diffusion of Group Technology,” Presented at National Meeting of the Decision Sciences Institute, San Francisco, November, 1982.

“Technology Transfer among the Developed Countries: Industrial Cooperation in a Post-Industrial Society,” presented at the Annual Meeting of the Academy of International Business, Montreal, October, 1981, with Cynthia Spanhel.

RESEARCH AWARDS AND PRIZES

***Journal of Operations Management* 2009 Best Paper Award** for: Hyer, N.L., Wemmerlov, U., and Morris, J. (2009) Performance analysis of a focused hospital unit: The case of an integrated trauma center. *Journal of Operations Management*, 27, 203-219.

Outstanding Editorial Review Board Member, 2005, *Decision Sciences Journal*. Award presented at the Decision Sciences National Meeting. The plaque reads: “For developmental reviews and thought leadership

Recipient, 2003 **Shingo Prize for Research in Manufacturing**, for *Reorganizing the Factory: Competing Through Cellular Manufacturing* (with Urban Wemmerlov)

University of North Carolina, **Junior Faculty Development Award**, 1986, \$3000 for travel.

Indiana University, **Vernon Bassett Award** for Doctoral Student Research in International Business, 1982, \$2000 prize.

TEACHING

TEACHING AWARDS

EMBA Class of 2008 *Teacher of the Year*

Deans Award for Teaching Excellence at Owen Graduate School of Management, 2002.

Finalist for Owen Graduate School of Management Webb Teaching Award: 2013, 2012, 2010, 2009, 2008, 2007, 2006, 2005, 2003 and 1996.

First recipient of the North Carolina Memorial Hospital Leadership and Management Institute Executive Program Award for Outstanding Instruction, 1987.

Recipient of the Lola Spencer and Simpson Bobo Tanner Award in Recognition of Inspirational Teaching of Undergraduates at the University of North Carolina at Chapel Hill (university-wide teaching award), 1985.

Recipient of the University of North Carolina School of Business AMF Award for Excellence in Undergraduate Instruction, 1984.

Recipient of the Indiana University Doctoral Student Teaching Award, 1981.

TEACHING ACTIVITIES

Undergraduate Programs

University of North Carolina:

- Introduction to Operations Management
- HONORS – Introduction to Operations Management
- Operations Management Analysis
- Design and Control of Production Systems
- International Business
- HONORS – New Venture Management
- Independent Study in International Finance

Indiana University:

- Production and Operations Management

Masters of Business Administration

Vanderbilt University

- Essential of Project Management: A Team-Based Approach
 - Fall 2008, Fall 2009, Fall 2010
- Managing Process Improvement Projects
 - Spring 2003 and 2004
- Managing and Improving Processes
 - Fall 2000 through 2013
 - Spring 2003 through 2010
- Managing Processes for Quality
 - Fall 1999
- Quality Planning and Analysis

Spring 1993, 1994, 1995
Fall 1995, 1996, 1997, 1998
Process Improvement Project
Fall 1996, Spring 2000

University of North Carolina:
Operations Management (Core Course for first year MBA's)
Fall/Spring, 1986/87
Fall/Spring, 1987/88

Executive Masters of Business Administration

Vanderbilt University
Transforming Processes in Organizations
Fall 2000, 2001, 2002, 2003, 2004, 2005, 2006, 2007, 2008, 2009, 2010
Transforming the Organization (with Gary Scudder)
Fall 1999
Transforming the Organization (with Joe Blackburn)
Fall 1997, Fall 1998
Transforming the Organization (with Joe Blackburn and Alice Andrews)
Fall and Spring 1996/97
Making Quality Happen
Spring 1995, 1996

Masters of Management in Health Care – Vanderbilt University
Summer 2010, Process Excellence (1/2 day)

Accelerator – Vanderbilt University (summer business “boot camp” for undergraduates)
Summer 2007, 2008, 2009, 2010, 2011, 2012, 2013

Ph.D. Program

University of North Carolina:
Theory of Operations Management II (responsible for one-fifth of course)
Group Technology and Modern Manufacturing (responsible for one-half of the course)

Management Education/Executive Education **At Vanderbilt University**

<u>Program Title</u>	<u>Year</u>	<u>Number of Hours/Days</u>	<u>Topic</u>
Leading Project Teams for Strategic Results	2010, 2011, 2012, 2013	2 days	Project Leadership
Nissan Smyrna Engineering	2010	1 day	Statistical Process Control
HP Imaging and Printing	2010	1 day	Process Excellence
Rodgers Group	2009	½ day	Process Excellence

Achieving Operational Excellence	2006, 2007 2008, 2009	2 days	Process Design and Improvement, Quality, Value Stream Mapping
Brazilian Visiting EMBA	2003, 2004 2005, 2006, 2007	1/2 day	Process Improvement
Bristol Myers Squibb	2002, 2003 2004, 2005	1 day	Process Improvement; Project Management
TVA Emerging Leaders	2006, 2007 2008, 2009 2010, 2011, 2012, 2013	½ day	Achieving Process Excellence Value Stream Mapping
TVA Executive Program	2002 2005	1 day	Processes are Your Friend
Hancor Executive Program	2001 2000	2 days 4 days	Process Improvement; Project Management; Statistical Process Control, Team Leadership
Leadership Dynamics	2005, 2004 2003, 2002 2001	1 day	Process Improvement; Team Leadership; Action Planning
J.C. Bradford Executive Development Program	2000	2 days	Process Improvement; Team Leadership; Action Planning
Performance Food Group	2000 1999	1.5 days	Quality and Process Improvement; Time Management
Bank Administration Institute (Operations and Technology)	1997-2007	2.5 days	Team Based Process Improvement; Process Redesign; Facilitation
Bank Administration Institute (Financial Management)	2001, 2000 1999, 1998 1997	3 days	Team Based Process Improvement Improvement; Team Leadership; Project Management
Vanderbilt Hospital Leadership Development Program	1999	6 hours	Process Improvement
National Society of Fund Raising Executives	2000, 1999 1998	3 hours	Process Improvement
Executive Program for Physicians And Senior Health Care Executives	1999, 1998, 1997, 1996, 1995	6 hours	Quality and Process Improvement
State Farm Leadership Development Program	1998	3 hours	Process Improvement
TVA Leadership Program	1997	3 hours	Process Improvement

Managing Change in Health Care	1997	12 hours	Quality and Process Improvement
Making Quality Happen (with Sharon Zimmerman)	1995 1994	3 Days	Quality, Process Improvement and Facilitation
Can You Compete in 21 st Century, Inc.?	1996 1995	2 Hours	Total Quality Environment Management
Managing Manufacturing Cells (Custom program for BF Goodrich)	1995	1 Day	Managing for Time and Quality in Manufacturing Cells
TQM and the Law	1994	3 Hours	Landscape of Total Quality Management
Facilitating Quality Improvement Teams (with Sharon Zimmerman)	1994 1993	4 Days	Quality, Process Improvement and Facilitation
Personal Leadership in an Era of Teams (at Ingram Barge)	1994	4 Hours	Making Quality Personal
Quality and Response Time	1993	4 Hours	Quality Tools and Techniques

At Hewlett Packard

“Group Technology,” Developed and taught 4 hour seminar on Group Technology and Cellular Manufacturing. Approximately 150 managers took the course.

“101 Ways to Reduce Cycle Time.” Developed and taught three session (total of 6 hours) program for all manufacturing personnel which focused on the basics of process redesign and improvement. Delivered to approximately 500 manufacturing employees.

“Manufacturing Productivity Forums.” Select, prepare and present issues of interest for manufacturing management at monthly seminars. Topics have included “Activity Based Costing,” “The Challenge of Change in the 90’s,” “Bar Coding is Your Friend,” “The New Product Introduction Challenge,” “New Manufacturing Design,” “Assemble-to-Order Manufacturing Strategy,” and “Kanban Realities.”

At **University of North Carolina**, Graduate School of Business (unless otherwise noted)

Program Title	Year	Number of 1.5 Hour Sessions	Topic
South Carolina Government Executives (privately contracted)	1989	2	productivity and quality
Bell Northern Research Project Management Institute	1987	8	project management
Principals’ Institute (UNC Institute of Government)	1988 1987	2	productivity and quality
Hospital Management Institute	1988 1987	5	operations management

North Carolina Memorial Hospital Leadership Management Institute	1987 1986	4	operations management
Government Executives Institute	1985 1984 1983	3	productivity and quality
University Managers Development Program (both Fall and Spring)	1987 1986 1985 1984	2	managing not-for-profit
Carolina Power and Light Executive Program	1987 1984	5	productivity, project management, quality
The Executive Program	1987 1986 1985 1984	1	long range plan advisor
Executive Development Institute	1988 1987 1986 1985	2	productivity and quality in the public sector
Managing the Arts	1986 1985	1	project management
National Association of Purchasing Managers	1986 1985	1	productivity measurement
Young Executives Institute-Update	1986	1	productivity and quality
Program for Technical Managers-Update	1986	1	productivity and quality
County and City Managers Executive Program-Update	1984	1	quality circles

TEACHING CASES RESEARCHED AND WRITTEN

“A Primer on Value Stream Mapping.” Unpublished monograph created in 2007 and in use at Owen and University of Wisconsin-Madison. Has also been used at Thunderbird School of Global Management.

“Good Health Hospital: Team Based Improvement” (50 pages; eight part case, written for use in teaching team-based process improvement; 2011)

“The Owen Welcome Weekend Project,” (50 pages; five part case in which team of students apply project management tools to initiate and plan a preview weekend for admitted students; 2008)

“The Annual Retreat,” (4 pages, project management case, for various project management executive programs, 1998.)

“Project Video Phone” (50 pp, project management case, Bell Northern Research Project Management Institute, 1986)

“The Annual Principals’ Institute” (5 pp, project management case, Principals’ Institute, 1985)

“The Strelsau Area Transmission Line Maintenance Operation” (8 pp, productivity measurement, Carolina Power and Light Executive Program, 1985)

“Medical Records at SW General” (10 pp, productivity measurement, hospital management programs, 1984)

“Managing the African Benefit Concert” (5 pp, project management, Managing the Arts, 1985)

“The REEI Newsletter” (8 pp, project management, University Managers Program, 1984)

“The Football Recruiting Office” (5 pp, productivity measurement, University Managers Program, 1984)

“Quality Circles in Government” (10 pp, quality circles, several government executive programs, 1984)

“The Tele-classroom Project” (10 pp, project management, University Managers Program, 1986)

OTHER TEACHING ACTIVITIES

Co-coached (with Idalene Kesner) team of University of North Carolina Business School Undergraduates who won the 1988 McIntyre International Business Case Competition at University of Virginia.

PROFESSIONAL ACTIVITIES

Operations Management Association

- President, 1997
- Board Member, 1988-1992
- Conference Chairperson - 1991
- Conference Track Chair -1992

Decision Sciences Institute

- Chair, Instructional Innovation Award Committee (2008)
- Member, Instructional Innovation Award Committee (2006, 2007)
- Curricular Issues Mini-Conference Co-Coordinator (2003, with Karen Brown)
- Member, Nominating Committee (2003, 2004)
- New Faculty Development Consortium, Coordinator (2002, with Urban Wemmerlov; 1994 solo)
 - Organized and facilitated a day-long professional development program for approximately 40 new business faculty.
 - Programs received extremely high evaluations.
- New Faculty Consortium, 1993 and 1998-Session Presenter,
 - “Time Management Tips for New Ph.D’s” (1993)
 - “Pitfall or Pinnacle – Making the Most of the First Five Years” (1998)
- Doctoral Student Consortium, 1995, 1999 and 2001 Session Presenter
 - “From Ph.D. to JOB: Time Management Tips for Soon-to-be Ph.D.s” (1995)
 - “Pitfalls to Pinnacle – Making the Most of the First Five Years” (1999)
 - “You Be the Jury: Mock Tenure Review” (2001)
- Track Chair at National Meeting (2001 and 1987)
 - Innovative Education Track Chairperson for National meeting, San Francisco (2001)

- Production Operations Management Track Chairperson for National Meeting, Boston (1987)
- Vice President at Large (1999-2001 – elected position)
- DSI Pedagogy Committee (1999-2000 – appointed position)
- Reviewer and discussant for National Meetings since 1983
- Member since 1980

European Operations Management Association (EurOMA)

- Healthcare Operations Track Chair, 2008 Annual Meeting, Groningen, The Netherlands
- Healthcare Operations Track Co-Chair, 2009 Annual Meeting, Goteborg, Sweden
- Healthcare Operations Track Co-Chair, 2010 Annual Meeting, Porto, Portugal

Production and Operations Management Society

- Chair, Innovations in Teaching and Learning Track, 2000 Annual Meeting
- Vice President for Education (1997-1999)
- Doctoral Student Consortium, Chairperson – 1998; Presenter – 1999
 - “Pitfalls or Pinnacle: Making the Most of the First Five Years” (1998 and 1999)
 - “Teaching Tips” (1999)
 - “From Ph.D. to JOB: Effective On-Campus Interview Tips” (1999)

Global Manufacturing Research Group.

A group of about 30 individuals from all over the world who are interested in global manufacturing practices.

Session Chair, 1999 annual meeting in Madrid, Spain.
Presenter at 1996 annual meeting in Katowice, Poland.

Academy of Management

- Paper reviewer (1999)
- Doctoral Consortium Presenter 1999
 - “Making the Most of the On-Campus Interview”
 - “Teaching Tips – The Experienced Perspective”
- Doctoral Consortium Presenter, 1997
 - “Interviewing Strategies”

Editorial Responsibilities

- DSI Journal of Innovative Education (Editorial Review Board, 2001-present, charter member)
- Decision Sciences (Editorial Review Board, 2004 - 2008)
- Journal of Operations Management
 - Associate Editor for Special Issue on Group Technology and Cellular Manufacturing, 1991.
 - Reviewer
- Production and Operations Management Journal (Area Editor; 2000)
- Production & Inventory Management Journal (Editorial Review Board, 2008 to present)

- Transactions on Engineering Management (Editorial Review Board; January 2002-
January 2004)

Reviewer for the following journals:

Academy of Management Journal
California Management Review
Decision Sciences
DSI Journal of Innovative Education
European Journal of Operational Research
IIE Transactions on Engineering Management
International Journal of Operations and Production Management
International Journal of Production Economics
International Journal of Production Research
Journal of Managerial Issues
Journal of Manufacturing Systems (editorial Review Board)
Journal of Operations Management
Management Science
Omega
Production & Inventory Management Journal
Production and Operations Management Journal

Professional Memberships

Production and Operations Management Society (POMS)
 Project Management Institute (PMI)

CONSULTING ACTIVITIES

PICA – Podiatry Insurance Company of America, Franklin, TN. Process mapping and improvement consulting (2011-2012).

Video Gaming Technologies, Brentwood, TN. Product development process mapping, October, 2010.

Community Health Systems, Franklin, TN. Delivered process transformation training for IT managers, July, 2008.

ENCO Materials, Nashville. Conducted a day long program on process excellence for senior managers at the company's annual strategic retreat, July, 2006.

Gaylord Entertainment, Nashville. Conducted an hour long workshop, "Project Management in a Nutshell," January, 2006.

Commerce Bank, Miami, Conducted a day and half program on process excellence for key managers from their American and South American divisions, January, 2006.

Baptist Hospital, Nashville, Tennessee. Conducted a mission and culture assessment, Fall 2005 (with Mark Evans and Joanne Sandburg), and Fall, 2004 (with Dave Owens).

Compaq High Performance Technical Computing, Gallway, Ireland. Developed and led two-day retreat for senior management focused on process analysis and redesign for improved competitiveness in April, 2002. Program was repeated in June, 2002 in Boston for a broader group of key direct reports.

WebMD, Nashville, TN. Developed and facilitated two on-day top management off-site meetings focused on developing a corporate mission statement, key performance metrics, and a methodology for selecting high-return processes for improvement. June, 2002.

Cigna Insurance, Nashville, TN. Delivered process transformation training for two groups of information technology services managers, September and November 2001.

HealthStream, Nashville, TN. Delivered process transformation training for entire creative staff, November, 2000.

RR Donnelley, Gallatin, TN. Delivered time based competition training to shop floor employees, June and July, 2000.

Cheekwood Botanical Gardens, Nashville, TN. Developed and delivered two days of process transformation and organizational change training. January, 2000.

Bank Administration Institute – Auditing Executive Program – Chicago. Lead one day of training on project management and process transformation. September, 1999.

Provident Bank, Baltimore, MD. Worked with Joe Blackburn to develop and deliver a two-day educational program focused on process transformation. The program has been delivered during 1999 to groups of 25 mid-level managers.

RR Donnelley, Gallatin, TN. Worked with Gary Scudder to develop and deliver a two-day educational program focused on project management. The program was delivered in July, 1999 to a group of about key engineering managers.

Genesco, Nashville, TN. Process Analysis and Redesign – I worked with Joe Blackburn and three Owen students (John Baier, Sara Gates, Fritz Kistler) to map three key Genesco processes in four distinct divisions and offer recommendations for streamlining and standardizing, 1996.

Genesco, Nashville, TN. A Manufacturing Cell Assessment – We determined the potential of cellular manufacturing for Genesco's manufacturing operations. The project involved mapping the manufacturing process and looking for cellular opportunities, 1996.

HVAC Trade Group – Two-hour presentation on “Making Quality Happen,” at annual conference held at Vanderbilt, May 1996.

Inter-City Products, Laverne, TN. Provided process improvement consulting for financial and information systems personnel, May 1995.

Ingram Barge, Nashville, TN. Personal Leadership in an Era of Teams, May 1994, a 4 hour program given at annual Leadership Retreat.

Hewlett-Packard – An Assessment of Sonoma County Quality and Engineering Services, June 1994. (Assessed the effectiveness of the engineering services and quality department that serves three Hewlett-Packard divisions in Sonoma County. The project involved meeting with all

members of the department and interviewing major customers in all three divisions. The deliverable was a final report and a presentation. My recommendations have motivated several significant changes in key areas within the department.)

Network 8 – Quality in the ESRD Setting, July 1994. Kick-off speaker for the annual meeting of Network 8, an oversight group for kidney dialysis centers in three states. (1993)

BF Goodrich-Aerospace, Tullahoma. An Introduction to Manufacturing Cells, presented to all employees at the Tullahoma facility. This was an hour-long session repeated 5 times in the course of a single day. (1993)

Baptist Hospital, Nashville, TN. Provided quality leadership training and facilitation training, 1993.

Quality of Life Services, Carbondale, IL. Provided training on developing internal partnerships, 1993.

Hewlett-Packard, Santa Rosa, CA – Conducted needs assessment and made prescriptive recommendations regarding information management in the custom systems business.

Boeing, Everett, Washington. Participated in assessment of internal Group Technology system and developed strategy for future Group Technology activity, 1987.

McDonnell Douglas, Saint Louis and Los Angeles. Helped conduct company wide assessment of Group Technology knowledge and applications and develop strategy for future Group Technology activity, 1986-1987.

Black & Decker, Maryland. Conducted investigation of Group Technology practices to assess applicability at Black & Decker facilities, 1985-1986.

U.S. Army – Participated in project to assess viability of Group Technology applications at army depots, 1985-1983.

Combustion Engineering, Ventura, California. Provided third party assessment of vendor supplied Group Technology system for off-shore oil well pipe building subsidiary, 1984.

ADMINISTRATIVE ACTIVITIES

At Vanderbilt University

Associate Dean MBA Programs (2013-present)

Associate Dean for Academic Programs (1992-2001; 2010-2013)

Chair, MBA Program Committee (2010-present)

Board Member, Vanderbilt Center for Teaching, 2007-present

Chair, Course Evaluation Process Improvement Committee (2010-2013)

Facilitator, Owen Strategic Plan Implementation Committee (2011-2012)

Participant in Building Improvement Committee (2011-12)

Owen Faculty Secretary, 2001- 2010

Member, Curriculum Committee, 2007- present

Project manager for Vanderbilt Board of Trust visit to Owen, November, 2007

Session facilitator for Owen Advisory Board Meeting, October, 2006

Session facilitator for Owen Master of Accountancy Board Meeting, December, 2006

Member, Committee to Explore Media and Entertainment Executive Education, 2006
 Member, Teaching Effectiveness Committee, 2006-2007
 Chair, Health Care MBA Curriculum Task Force (2004-05)
 Chair, Ad Hoc Tenure Review Committee for Michael Lapré (2005)
 Member, Operations Faculty Search Committee (2005)
 Member, Health Care MBA Faculty Search Committee (2005-06)
 Member, Dean's Search Committee (2004-05)
 Member, Owen Executive Committee (2004-07)
 Operations Seminar Coordinator (2004)
 Chair, Owen Undergraduate Program Working Group (2003-04)
 Committee on Instruction, 2001-2008
 Advisor, Spouses of Owen Students, 2003
 Advisor, Owen Women in Business, 1999 – present.
 Advisor, Owen Operations Management Association, 2001-present
 EMBA Curriculum Review Committee, 2002-2006
 MBA Curriculum Review Committee, 2001-2002
 EMBA Admissions Committee, 1999 to 2002
 University Library Committee, 2001
 Associate Dean for Academic Programs, 1999-March 2001
 Associate Dean for Academic Affairs, 1992-1999
 Chair, ex officio, Committee on Instruction, 1992-March 2001
 Liaison to OSSA Curriculum Committee (1995 – March 2001)
 Liaison to Owen Honor Council. (1992 - March 2001)
 Chair, E-EMBA Committee, July to November, 2000
 CO-Chair, Teaching Technology Committee, October, 1999 - June 2000
 Lead development of MBA/MD degree, 1999-2000
 Chair, Owen Curriculum Review Committee, December, 1994-January, 1997
 (designed and implemented new curriculum for Owen MBA program)
 Chair, Teaching Effectiveness Committee, 1997-98
 (Investigated vehicles for supplementing course evaluations as a mechanism for evaluating instructional performance.)
 Project Manager, OGSM Self-Study, 1998
 (Orchestrated the creation of the Owen self-study document and supporting materials. These were reviewed by an external team in December, 1998.)
 Chair, Grading Standards Committee, 1997
 (This committee evaluated grading standards at Owen.)
 New Faculty Orientation Program, annually in August 1994 to 2000
 (Designed and delivered a half-day orientation to Owen for new faculty.)
 Chair, OGSM Director of Computing and Information Services Search Committee, August 1996-1998
 Vanderbilt Chairs of Teaching Excellence Selection Committee, 1994, 1996 and 1998
 Chair, Owen Tenured Faculty, 1992-1999
 Chair, Owen Senior Staff Leadership Group, 1995-1999.
 Recruiting committee memberships:
 Marketing, 1999
 Organization Management, 1995 and 1997
 Accounting, 1994
 Co-Chair (with Professor Roger Huang), Global Issues in the Curriculum, 1992
 Chair, Management 350 Advisory Group, 1994
 Member, Orientation Committee, 1992 – 1999.
 Miscellaneous Student Advising (1992-March 2001)

At University of North Carolina

Dean's Search Committee (1986-1987)
Undergraduate Business Program Committee (1984-1987)
Undergraduate Business Honors Program Committee (1985-1987)
University Committee on Distinguished Teachers (1985-1986)
Various Faculty Search Committees within the School of Business (1984- 1987)
Faculty Advisor, Business Fraternity (1984-1988)
Faculty Advisor, Undergraduate Women in Business (1986-1987)

ACADEMIC HONORS, SCHOLARSHIPS, AND AWARDS**Indiana University**

Full Scholarship to Ph.D. program (1979-81)
Full Scholarship to MBA program (1978-79)
National Defense Foreign Language Fellowship (1977-1978)

University of Richmond/Westhampton College

Phi Beta Kappa
Epps Award (highest grade point average among Westhampton College graduating class)
Summa Cum Laude
State Finalist, Rhodes Scholarship
Regional Finalist, Marshall Scholarship
Phi Alpha Theta (Honor Society)
Omicron Delta Kappa (Honor Society)
Helen G. Stafford Nominative Award in History
Mortar Board (Honor Society and Service Group)
Baptist Award Scholarship
Phi Eta Sigma (Freshman Honor Society)

Furman University

Nance Scholarship
James B. Duke Scholarship

High School Valedictorian and Faculty Award Recipient (outstanding student leader)**Quoted in**

"Nashville Business," May 2000 on MBA/MD program
"US News and World Report," March 1994, article on top business schools.
"Nashville Banner," 1994, on death of W. Edwards Deming.

Interests

My daughter, running, my daughter, piano, my daughter, birds, my daughter, books, my daughter, cooking, my daughter, Ukrainian eggs, my daughter