

JOHN R. GROUT

Campbell School of Business
Berry College
Mount Berry, Georgia 30149-5024
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Rome, Georgia 30165
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EDUCATION

The Pennsylvania State University, Management Science, Ph.D. December, (1986-1990).
Dissertation: Just-In-Time Purchasing: A Game Theoretic Prescription. David P. Christy, Chair.

Brigham Young University, Operations & Systems Analysis, B.S., April, (1981-1984).
Operations/Systems Award winner for highest ranked graduating senior in major.

PROFESSIONAL EXPERIENCE

Berry College,

Dean of the Campbell School of Business and David C. Garrett Jr. Professor in Business Administration, July 2007 to present

David C. Garrett Jr. Associate Professor in Business Administration,
July 1999 to June 2007

Department Chair

Management Department 2001-2007

Finance and Accounting Department 2005-2007

Associate Professor, August 1997 to June 1999

Courses taught: August 1997 to Present

Undergraduate: BCC 100 Freshman Seminar

Bus 211 Business Statistics

Mgt 453 Operations Management

Mgt 358 Current Topics in Management: Service Operations

Graduate: Mgt 520 Quantitative Operations Analysis

Bus 605 Quantitative Methods for Managers

Mgt 606 Process Improvement Projects

Bus 611 Statistical Methods for Business

Mgt 664 Service management

Mgt 665 Operations Management

Mgt 667 Quality Management

Agency for Healthcare Research and Quality, U.S. Department of Health & Human Services
Adjunct Researcher, Intergovernmental Personnel Act (IPA) Mobility Program
May 2004-August 2004

Southern Methodist University, Edwin L. Cox School of Business,
Assistant Professor, August, 1990 to August 1997
Undergraduate: MIS 2306 Operations Management
Graduate: MIS 6314 Quality Management
MIS 6302 Operations Management
Executive Programs: Mid-Management Program

The Pennsylvania State University, Dept. of Management Science,
Graduate Teaching Assistant, August, 1987 to August, 1990
Undergraduate: QBA 101 Intro to Quantitative Business Analysis
OPMGT 301 Operations Management
OPMGT 418 Materials Management

Signetics Corporation, Semiconductor Assembly Operations
Scheduling Supervisor, August, 1985 to July 1986
Production Planner, July 1984 to August 1985.

PUBLICATIONS

Books

▷ John R. Grout, *Mistake-Proofing the Design of Health Care Processes*. (Prepared under an IPA with Berry College) AHRQ Publication No. 07-0020. Rockville, MD: Agency for Healthcare Research and Quality; May 2007 (available on-line at <http://www.ahrq.gov/qual/mistakeproof/mistakeproofing.pdf>).

Articles

- ▷ John R. Grout and John S. Toussaint, "Mistake-Proofing Healthcare: Why Stopping Processes May Be a Good Start." *Business Horizons*, Vol. 53 (2010), pp. 149-156.
- ▷ John R. Grout, "Mistake-Proofing: Changing Designs to Reduce Error." *Quality and Safety in Health Care*, Dec 2006; No. 15: i44 - i49.
- ▷ John R. Grout, "Preventing Medical Errors by Designing Benign Failures." *Joint Commission Journal on Quality and Safety* Vol. 29 (2003), No.7, pp. 354-362.
- ▷ Douglas M. Stewart and John R. Grout, "The Human Side of Mistake-Proofing." *Production and Operations Management*. Vol. 10 (2001), No. 4, 440-459. This paper won the ***Shingo Prize for Excellence in Manufacturing***: Research and Professional Publication Prize in 2004.
- ▷ John R. Grout and David P. Christy, "A Model of Supplier Responses to Just-In-Time Delivery Requirements." *Group Decision and Negotiation*. Vol. 8 (1999), No. 2, 139-156.
- ▷ John R. Grout and Brian T. Downs, "An Economic Analysis of Inspection Costs for Mistake-Proofing Binomial Attributes." *Journal of Quality Technology* Vol. 31 (1999), No. 4, 417-426.
- ▷ John R. Grout, "Influencing a Supplier Using Delivery Windows: Its Effect on the Variance of Flow Time and On-Time Delivery." *Decision Sciences* Vol. 29 (1998), No. 3, pp. 747-764.

- ▷ John R. Grout and Brian T. Downs, “Failsafing and Measurement Control Charts.” *Quality Management Journal* Vol. 5 (1998), No. 2, pp. 67-75.
- ▷ John R. Grout, “Mistake-Proofing Production.” *Production and Inventory Management Journal* Vol. 38 (1997), No.3, pp. 33-37.
- ▷ John R. Grout, “A Model of Incentive Contracts for Just-In-Time Delivery.” *European Journal of Operational Research*, Vol.96, (1996), pp. 139-147.
- ▷ David P. Christy and John R. Grout, “Safeguarding Supply Chain Relationships.” *International Journal of Production Economics*, Vol. 36 (1994), pp.233-242.
- ▷ John R. Grout and David P. Christy, “An Inventory Model of Incentives for On-Time Delivery in Just-In-Time Purchasing Contracts.” *Naval Research Logistics*, Vol.40 (1993), pp.863-877.
- ▷ John R. Grout and Mark E. Seastrand, “Multiple Operation Lot Sizing in a Just-In-Time Environment.” *Production and Inventory Management*, Vol.28, No.1 (First Quarter 1987), pp. 23-27.

Book Chapters

- ▷ John Grout, “Mistakes and Complexity in Health Care” *Failure Modes and Effects Analysis: Building Safety into Everyday Practice*, Krasker, G. Ed. Marblehead, MA: HCPro, 2004, pp. 65-75.
- ▷ John Grout and Brian T. Downs, “A Tutorial on Mistake-Proofing.” *The Quality Yearbook*, Woods, J. and Cortada, J. Eds. New York: McGraw-Hill, 1999, pp. 410-418.
- ▷ John Grout, “Mistake-Proofing: Process Improvement through Innovative Inspection Techniques.” *The Quality Yearbook*, Woods, J. and Cortada, J. Eds. New York: McGraw-Hill, 1998, pp. 405-414.
- ▷ Uday Apte, Brian Downs, and John Grout, “Linear Programming with Tinkertoys.” In *Games and Exercises for Operations Management: Hands-On Learning Activities for Basic Concepts and Tools*, Heineke, J.N. and Meile, L.C. Eds. Englewood Cliffs, N.J.: Prentice-Hall, 1995, pp.25-33 (text), pp. 11-20 (Instructor’s Manual).

Research Projects in Process

- ▷ John R. Grout, John W. Hill (Indiana University) and Arlen W. Langvardt (Indiana University), “Law and the Healthcare Crisis: Removing the Legal and Regulatory Barriers to Mistake-Proofing Healthcare.” Possible submission to *American Bankruptcy Law Journal* (Target completion Spring 2010).
- ▷ Iris Tommelein (UC Berkeley) and John Grout, Grant proposal (not yet funded): “Driving Innovation in Mistake-proofing Practices in the Construction Industry” for submission to the NIOSH Small Research Grant Program (R03) PA Number: PAR-09-138 (if funded, starts July 2010, 2 years).
- ▷ Iris Tommelein and John Grout, Book: “Mistake-proofing AEC processes.” (AEC is Architecture, Engineering and Construction) publisher undetermined.
- ▷ Other collaborative projects in very early stages available upon request.

Refereed Proceedings

- ▷ David P. Christy and John R. Grout “Sourcing Relationships Between Firms Which Employ Advanced Manufacturing Technologies: An End to the Prisoner's Dilemma.” *Proceedings of the Conference on “Manufacturing Management in the Nineties,”* University of Toledo, Toledo, Ohio. 1989, pp. 191-200.
- ▷ John R. Grout and David P. Christy, “Does Just-In-Time Push Inventory Upstream?” *Proceedings, Decision Sciences Institute National Meeting, San Diego, California.* November, 1990.
- ▷ John R. Grout and David P. Christy, “Safeguarding Supply Chain Relationships.” *Proceedings, Decision Sciences Institute National Meeting, Miami, Florida.* November, 1991.
- ▷ John R. Grout “Modelling Trust in Just-In-Time Purchasing.” *Proceedings, Decision Sciences Institute National Meeting, Miami, Florida.* November, 1991.
- ▷ John R. Grout “An Analysis of Contractual Incentives to Achieve On-Time Delivery in Just-In-Time Purchasing.” *Proceedings, Decision Sciences Institute National Meeting, San Francisco, California.* November, 1992.
- ▷ Brian T. Downs and John R. Grout “Using Quality Function Deployment to Design a Cross-Functional Quality Curriculum.” *Proceedings, Decision Sciences Institute National Meeting, Washington, D.C.* November, 1993.
- ▷ John R. Grout and Brian T. Downs “Failsafing and Measurement Control Charts.” *Proceedings, Decision Sciences Institute National Meeting, Boston, MA.* November, 1995.
- ▷ John R. Grout and Douglas M. Stewart “A Review of Mistake-proofing Theory and Practice.” *Proceedings, Decision Sciences Institute National Meeting, Orlando, FL.* November, 1996.
- ▷ John R. Grout and Brian T. Downs “An Economic Analysis of Inspection Costs for Mistake-Proofing Attributes.” *Proceedings, Decision Sciences Institute National Meeting, Orlando, FL.* November, 1996.
- ▷ John R. Grout “Managing Variance, Mistakes, and Complexity in Health Care.” *Proceedings, Decision Sciences Institute National Meeting, San Diego, CA.* November, 1997.
- ▷ Douglas M. Stewart and John R. Grout "The Human Side of Mistake-Proofing" *Proceedings, Decision Sciences Institute National Meeting, New Orleans, LA.* November, 1999. 1402-1404.
- ▷ John R. Grout "Hypertext Term Papers: Flexible, Interdisciplinary Projects." *Proceedings, Decision Sciences Institute National Meeting, New Orleans, LA.* November, 1999. 203-205.
- ▷ John R. Grout "An Exercise in Mistake-Proofing and Failure Mode Effects Analysis." *Proceedings, Decision Sciences Institute National Meeting, San Diego, CA.* November, 2002. 871-876.
- ▷ Krishna S. Dhir, Basil Englis, John Grout, Paula D. Harveston, Robert Nehmer, Adrian Perez. “Educating the Head, the Heart, and the Hands at Berry College’s Campbell School of Business: A Framework for Assessment.” *Proceedings of the 2004 Western Decision Sciences Institute Conference,*

Isla Navidad, Manzanillo, Mexico, April 13-17, 2004, 2p. Atlanta, Georgia: Decision Sciences Institute, Georgia State University.

▷ John R. Grout "Integrating Mistake-Proofing Into Patient Safety Efforts." *Proceedings*, Decision Sciences Institute National Meeting, Boston, MA. November, 2004. 2191-2196.

▷ John R. Grout "Mistake-Proofing Design Issues." *Proceedings*, Decision Sciences Institute National Meeting, Boston, MA. November, 2005.

▷ John R. Grout and Nancy D. Albers-Miller "Using Failure Mode Effects Analysis to "Close the Loop" in Outcome Assessment" *Proceedings*, Decision Sciences Institute National Meeting, San Antonio, TX. November, 2006.

Invited Proceedings

▷ John R. Grout "Mistake-Proofing Your System." transcript of Workshop on Best Practices for Reducing Transfusion Errors, Food and Drug Administration and the Agency for Healthcare Research and Quality, Bethesda, Maryland. February 14, 2002. <http://www.fda.gov/cber/minutes/0214bloo.pdf>, pp. 162-177.

▷ John R. Grout and David Marx "Probabilistic Risk Assessment." transcript of Workshop on Best Practices for Reducing Transfusion Errors, Food and Drug Administration and the Agency for Healthcare Research and Quality, Bethesda, Maryland. February 14, 2002. <http://www.fda.gov/cber/minutes/0214bloo.pdf>, pp. 177-194.

Other Articles

▷ John R. Grout and Brian T. Downs "Brief Tutorial on Mistake-Proofing, Poka-Yoke, and ZQC." *Newsletter*, Berks County Chamber of Commerce, Reading, PA. Vol.16, No.2 (August, 1996). A reprint of World Wide Web material.

PRESENTATIONS

▷ John Grout, "Applying Mistake-Proofing to Healthcare." Webinar, Lean Enterprise Institute. <http://www.lean.org/common/display/?o=1276> (accessed March 17, 2010). December 10, 2009.

▷ John R. Grout, Achieving Undergraduate Degree Program Learning Goals: Assessment and the Decision Sciences Core Curriculum, the Dean's Perspective. (Curricular Issues Mini Conference) Decision Sciences Institute National Meeting, Baltimore, Maryland. November, 2008.

▷ John R. Grout, "Improving Patient Safety through Mistake-Proofing." Patient Safety Improvement Corps (year #4), sponsored by the Agency for Healthcare Research and Quality and the Veterans Administration, McLean, VA, May 13, 2008.

▷ John R. Grout, "Exploring mistake-proofing concepts in Architecture, Engineering and Construction" Project Production Systems Lab Lean Workshops, College of Engineering, University of California Berkeley, Jan 14, 2008.

- ▷ John R. Grout, “Approaches to Mistake-Proofing Processes” Sentara Healthcare Quality & Safety Symposium, Virginia Beach, VA. October 18, 2007.
- ▷ John R. Grout, “Panel discussion: Safety and Quality Design” with Kerm Henriksen, AHRQ; Pascale Carayon, U of WI; Roger S. Ulrich, Texas A&M Agency for Healthcare Research and Quality 2007 Annual Conference, Bethesda, MD. Sept 27, 2007.
- ▷(2) John R. Grout “The Role of Mistake-Proofing in Improving Patient Safety.” University of Pittsburgh Medical Center–Shadyside, and Jewish Healthcare Foundation, Pittsburgh, PA, May 21, 2007.
- ▷ John R. Grout and Marcy J. Peterson “Adapting the Theory of Inventive Problem-Solving (TRIZ) for Healthcare Mistake-Proofing Applications.” Production and Operations Management Society, Dallas, TX. May 4, 2007.
- ▷ John R. Grout, “Mistake-Proofing the Design of Healthcare Processes.” Agency for Healthcare Research and Quality, Rockville, MD. March 29, 2007.
- ▷ John R. Grout “Improving Patient Safety through Mistake-Proofing.” 2007 Patient Safety Symposium, the Hospital & Health System Association of Pennsylvania, Gettysburg, PA. March 6, 2007
- ▷ John R. Grout “Improving Patient Safety through Mistake-Proofing.” Patient Safety Summit sponsored by Georgia Hospital Association, Atlanta, GA, November 12, 2006.
- ▷(2) John R. Grout, “Reducing Medical Error by Learning from Existing Examples of Mistake-Proofing.” Production and Operations Management Society National Meeting, Boston, MA, April 28, 2006; and Cincinnati Innovative Healthcare Delivery Conference, Cincinnati, OH, September 22, 2006
- ▷ (2) John R. Grout, “Reducing Human Error with Poka-Yoke” Operational Excellence Conference sponsored by Utah State University, Logan, Utah, September 20, 2006. Public Sector Shingo Prize Conference, Las Vegas, NV, September 7, 2006
- ▷ John R. Grout “Mistake-Proofing/Poka-Yoke” Northwest Georgia Quality Network Meeting & Campbell Lecture Series, Georgia Tech Enterprise Innovation Institute & Berry College, Mt. Berry, GA, August 9, 2006 and Oct 17, 2006
- ▷ John R. Grout “Improving Patient Safety through Mistake-Proofing.” Georgia Patient Safety Improvement Corps, Georgia Hospital Association, Marietta, GA, May 24, 2006.
- ▷ John R. Grout, “Improving Patient Safety through Mistake-Proofing.” Patient Safety Improvement Corps (year #3), sponsored by the Agency for Healthcare Research and Quality and the Veterans Administration, Tyson’s Corners, MD, May 16, 2006.
- ▷ John R. Grout, “Using Mistake-Proofing as a Corrective Action to Prevent Slips and Lapses” Taproot Summit, Systems Improvement Inc. Gatlinburg, Tennessee. April 6, 2006.
- ▷ John R. Grout, “Mistake-Proofing” ASQ Northeast Alabama Section 1523 monthly meeting. February 23, 2006

- ▷(4) John R. Grout, “Mistake-Proofing (A.K.A. Poka-Yoke)” Senior design project seminar, Vanderbilt University, School of Engineering. October 12, 2005, December 12, 2007, and November 5, 2008. December 2, 2009 scheduled.
- ▷John R. Grout “Analysis & Artifacts: Process mapping and Mistake-proofing.” Agency for Healthcare Research and Quality, Patient Safety Conference. Washington, D.C. June 6, 2005.
- ▷John R. Grout “Mistake-Proofing: Solutions from Other Industries.” Patient Safety Improvement Corps (year #2), sponsored by the Agency for Healthcare Research and Quality and the Veterans Administration, Arlington, VA, May, 2005.
- ▷ John R. Grout, “Improving Quality with Mistake-proofing” and “Mistake-proofing for the Healthcare Industry” Taproot Summit, Systems Improvement Inc. San Antonio, Texas. March 2, 2005.
- ▷John R. Grout “Mistake-Proofing Medical Processes.” Telnet Audio Conference, Georgia Hospital Association, January 25, 2005.
- ▷John R. Grout “Improving Patient Safety through Mistake-Proofing.” Patient Safety Summit sponsored by Georgia Hospital Association, Atlanta, GA, November 12, 2004.
- ▷John R. Grout “Mistake-Proofing: Solutions from Other Industries.” 5th Learning Session, sponsored by HealthInsights (Quality Improvement Organization for Utah and Nevada Medicare & Medicaid providers), Las Vegas & Reno, NV and Salt Lake City, UT, November 4,9, and 11, 2004.
- ▷John R. Grout “Mistake-Proofing: Solutions from Other Industries.” Patient Safety Improvement Corps (year #1), sponsored by the Agency for Healthcare Research and Quality and the Veterans Administration, Arlington, VA, May 18, 2004.
- ▷ John Grout, “Designing Processes to Reduce Error and to Facilitating Precise Action.” Patient Safety 2004, sponsored by National Patient Safety Agency, Birmingham, England, February 24, 2004.
- ▷John R. Grout “Mistake-proofing.” Creating a Safer Built Environment, sponsored by National Patient Safety Agency (UK) and National Health System Estates (UK), London, England, January 22, 2004.
- ▷ John R. Grout “Poka-Yoke: Reducing Mistakes and Defects in Your Processes.” Institute of Industrial Engineers, Atlanta Chapter, Norcross, Georgia, October 2, 2003.
- ▷ (2) John R. Grout, “Designing mistake-proofing into medical processes” 2nd United States/United Kingdom Patient Safety Research Methodology Workshop: Safety by Design, Washington D.C., September 23-24, 2003. Taproot Summit, Systems Improvement Inc. Dallas, Texas. October 22, 2003.
- ▷ John R. Grout, Mistake-Proofing Medical Processes: Designing processes to reduce error and to facilitating precise action, National Patient Safety Agency, London, England, January 17, 2003.
- ▷ John R. Grout, “Benign Failure Design” Partnership Symposium 2002: Smart Designs for Patient Safety in Washington D.C., October 14-16, 2002.

- ▷ John R. Grout, “Benign Failure Design” Medical College of Georgia, Augusta, Georgia, September 24, 2002.
- ▷ John R. Grout, “Process mapping to identify risks and hazards” United States/United Kingdom Patient Safety Research Methodology Workshop, Reykjavik, Iceland, September 8-10, 2002.
- ▷ John R. Grout, “Mistake-Proofing a Process.” Greater Rome Existing Industry Association (GREIA), Rome, Georgia. November 1, 2001.
- ▷ John R. Grout, “Mistake-proofing a Process.” Secrets of Performance Improvement Conference, Systems Improvement Inc. Galveston, Texas. June 14, 2001.
- ▷ John R. Grout, “Mistakeproofing: Engineering Benign Process Failures.” 4th Congreso Internacional Ingenieria Industrial & de Sistemas, Chihuahua, Chih. Mexico. April 6, 2001.
- ▷ John R. Grout, “Avoiding Mistake-proofing Mistakes.” Production and Operations Management Society National Meeting, Orlando, FL. April 1, 2001.
- ▷ John R. Grout, “Mistake-Proofing Services and Administrative Processes” Mistake-Proofing Forum, Productivity Inc., Des Moines, Iowa, November 2, 2000.
- ▷ John R. Grout “Mistake-Proofing: Reducing Human Error in Manufacturing and Medicine.” David C. Garrett Jr. Research Presentation, Berry College, October 13, 2000.
- ▷ John R. Grout “Mistake-Proofing: Reducing Human Error in Manufacturing and Medicine.” Rotary Presentations: Rome Rotary, Rome, Georgia. August 31, 2000; Calhoun, Georgia, April 18, 2002; Seven Hills Rotary, Rome, Georgia. May 6, 2003.
- ▷ John R. Grout “Mistake-Proofing.” American Society for Quality Control, Hampton Roads Section, Hampton, Virginia, April 19, 2000.
- ▷ John R. Grout, “Defining & Managing Error Reduction in the Blood Transfusion Process” INFORMS National Meeting, November 7, 1999. Philadelphia, PA.
- ▷ John R. Grout, “The Mistake-Proofing Implementation Tool Box” Mistake-Proofing Forum, Productivity Inc., Hampton, Virginia, August 18, 1999.
- ▷ John R. Grout, “Mistake-Proofing and Process Management” Georgia Association of Collegiate Registrars and Admissions Officers (GACRAO), Augusta, Georgia, July 26, 1999.
- ▷ Harold S. Kaplan, M.D., James B. Battles, Ph.D., John Grout, Ph.D., S. Quay Mercer, MT(ASCP)*, Robert H.M. Gelissen, Frank Iepema, “Event Severity and Action Decisions in Medical Event Reporting Systems.” Production and Operations Management Society National Meeting, Charleston, SC. March 23, 1999.
- ▷ John R. Grout “Mistake-Proofing Using Fault Tree Analysis.” Decision Sciences Institute National Meeting, Las Vegas, NV. November 23, 1998.

- ▷ John R. Grout, “Mistake-Proofing” University of Southern Indiana, Extended Services, Evansville, Indiana, October 19, 1998.
- ▷ John R. Grout, “Tools for Designing Mistake-proofing Devices” Mistake-Proofing Forum, Productivity Inc., Oshkosh, Wisconsin, August 13, 1998.
- ▷ John R. Grout, “Relationships Between Delivery Frequency, Timeliness & Incentives” INFORMS National Meeting, October 28, 1997. Dallas, Texas.
- ▷ John R. Grout, “Using Poka-Yoke with Other Quality Tools” Mistake-Proofing Forum, Productivity Inc., Moline Illinois, August 6, 1997.
- ▷ John R. Grout “Towards Achieving Zero-Defect Quality: Mistake-Proofing.” Texas Quality Expo, American Society for Quality Control, Dallas Section –1402, October 31, 1995.
- ▷ John R. Grout and Brian T. Downs, “The Economic use of Attribute Self-Inspection in Fail-Safing Production Processes.” INFORMS National Meeting, April 25, 1995. Los Angeles, California.
- ▷ John R. Grout, “Poka-Yoke, Failsafing and Zero Quality Control” American Society for Quality Control Tutorial, Dallas Section –1402, October 1994.
- ▷ John R. Grout, “Modeling Buyer-Supplier Relationships in Just-In-Time Purchasing” University of Texas at Arlington, March 1993.
- ▷ John R. Grout and David P. Christy, “Incentive Contracts in JIT Purchasing.” ORSA/TIMS National Meeting, October 29, 1990. Philadelphia, Pennsylvania.
- ▷ David P. Christy and John Grout, “Creating Incentives for Material Managers to Reduce Inventory: A Problem of Agency.” Decision Sciences Institute Annual Meeting, November 21, 1989. New Orleans, Louisiana.
- ▷ John R. Grout and David P. Christy, “Modeling JIT Vendor Relationships.” Center for Manufacturing and Operations Research Conference on Supply Chain Competition, September 17, 1989. University of Rochester, Rochester, New York.
- ▷ John R. Grout and David P. Christy, “Modeling JIT Vendor Relations.” CORS/TIMS/ORSA Joint National Meeting, May 8, 1989. Vancouver, British Columbia.
- ▷ Decision Sciences Presentations: Each Decisions Sciences institute Proceedings listed above involved a presentation at the national meetings.

PRESS QUOTATIONS/COVERAGE

- ▷ Debra James “Mistake-Proofing the Health Care Environment,” Interview, AHRQ Newscast - Week of May 23, 2007, Agency for Healthcare Research and Quality.
Podcast (MP3): <http://healthcare411.ahrq.gov/podcast.aspx?id=208>
Transcript: <http://healthcare411.ahrq.gov/transcript.aspx?id=208>,

- ▷ G. Venkatesh. “Perfection possible with Pokayoke” *Industrial Products Finder*, Chennai India, (April, 2004): 172-173.
- ▷ Norman Bodek. “Poka-Yoke: Developing methods to prevent errors from occurring.” *The Perfect Customer Service Newsletter* (in 2 parts) July & August 2000.
- ▷ Robert Green. “WEBSights” *Quality Digest*, (August, 2000): 10.
- ▷ William Atkinson “Mistake-proof production” *Quality Management*, (November 10, 1998): 1-2.
- ▷ Paul Dvorak. “Poka-yoke designs make assemblies mistake-proof” *Machine Design Magazine*, (March 10, 1998): 181-184.
- ▷ Chet Marchwinsky (ed.) “Microsoft, HP Use Poka-Yoke to Squash Software Bugs.” *Productivity* 18(5), (July/August, 1997): 1-4.
- ▷ Chet Marchwinsky (ed.). “SPC vs. ZQC” *Productivity* 18(1), (February 1997): 1-4.
- ▷ Richard G. Matheiu. *Manufacturing and the Internet*. Norcross, GA: Engineering & Management Press, 1996, pp.126-127. Lists and describes web page
- ▷ Mark Henricks “Make No Mistake.” *Entrepreneur*, (October, 1996) 86-89, and Letters *Entrepreneur*, (December, 1996) Quotation.

FELLOWSHIPS AND HONORS

Martindale Award of Distinction (for superior achievement, teamwork, and innovation, Berry College, 2005)

Shingo Prize for Excellence in Manufacturing: Research and Professional Publication Prize (2004)

Recognized for Outstanding Teaching in Cox MBA Program (SMU, 1994)

Halliburton Foundation Research Grant (SMU, 1992)

Richard D Irwin Doctoral Dissertation Fellowship (PSU, 1990)

Operations/Systems Award, – indicates highest ranked graduating bachelors student in major (BYU, 1984)

Certified in Production and Inventory Management (CPIM), 1984, American Production and Inventory Control Society.

COLLEGE-RELATED ACTIVITIES

AACSB Initial Accreditation Taskforce chair (successfully accredited in 2006) (1999-2006)

Century Campaign Steering committee (campaign raised \$106,000,000) (2003-2006)

Campbell School Outreach Activity Committee 2001- 2002 (Berry)

Committee on Student Scholarship 2001-2003 (Berry)

Campbell School of Business Executive Committee 1997- (Berry)

College Faculty Research & Sponsored Programs Committee 1998-2001 (Berry)

College Admissions Committee 1997-1999 (Berry)

Campbell School of Business Faculty Search Committee 1997-2001 (Berry)

Campbell School of Business Curriculum Committee Chair 1997- 1998, 2005-2006(Berry)

President's Faculty Advisory Committee 1997-1998 (Berry)
University Benefits Council 1994-1997 (SMU)
Cox School of Business MBA Admissions Committee 1992-1995 (SMU)
Cox School of Business Planning Committee 1995-1996 (SMU)
Cox School of Business Technology Strategy Committee 1996-1997 (SMU)

PROFESSIONAL-RELATED ACTIVITIES

- ▷ AACSB International, Initial Accreditation Peer Review Team member, Feb 2010.
- ▷ Reviewer: International Journal of Operations Research, Journal of the Operational Research Society, Management Information Systems Quarterly, Quality Management Journal, International Journal of Quality Science, and the Elwood S. Buffa Doctoral Dissertation Competition (DSI)
- ▷ Decision Sciences Institute Annual Meeting Referee, Discussant, Session Chair, Quality and Productivity track chair national meetings 2001.
- ▷ INFORMS (formerly ORSA/TIMS) Annual Meeting Session Chair, Doctoral Colloquium Panelist
- ▷ Production and Operations Management Society, Member of the Education Committee, Session Chair, and Track chair for annual meetings in 2000

CONSULTING ACTIVITIES

Intellifile (Lomas)	Alcatel Network Systems
Bethlehem Steel Corporation	General Electric Aircraft Engines
Quality Metalcraft	Edge Interactive
Rapid Design Services	Lockheed Martin Aeronautical Systems
Hamilton Sundstrand Aerospace	Lockheed Martin Control Systems
Ortho-Clinical Diagnostics	Danaher Tool Group
(Johnson & Johnson 3 divisions)	(Craftsman, Matco, etc.) (2 divisions)
BAE Systems (2 divisions)	Vistikon (Johnson & Johnson)
Norfolk Naval Shipyard	Clyde Bergemann
Universal Instruments	Raytheon Missile Systems
Honda Transmission Manufacturing	Yamaha Motor Manufacturing
Honeywell Aerospace	Veterans affairs, Long Beach
APICS, Central New York Chapter	Sports Endeavors, Inc.
The Institute for Defense and Business	Anaren Microwave.
(Depot & Arsenal Executive Leadership Program)	
Vermont Manufacturing Extension Center	Sentara Healthcare
(numerous venues)	
Christiana Care medical Center	

REFERENCES (available on request)