ARTHUR V. HILL

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EDUCATION

- United States Military Academy, West Point, 1968-1970.
- B.A., Mathematics, Indiana University, 1972. (Minor: Russian)
- M.S., Industrial Administration, Krannert Graduate School of Management, Purdue University, 1974.
- Ph.D., Management, Krannert Graduate School of Management, Purdue University, 1977. Major: Operations Management. Minor: Industrial Engineering/System Simulation.

FIELDS OF CONCENTRATION

Operations Management. Specific interests include supply chain management, process improvement programs, lean manufacturing, service operations management, production and inventory management, decision support systems for planning and scheduling, mathematical programming and optimization, and international operations management.

ACADEMIC POSITIONS

- September 1974 – June 1976: Graduate Instructor and Research Assistant, Krannert Graduate School of Management, Purdue University.
- June 1976 – August 1977: David Ross Thesis Grant, Krannert Graduate School of Management, Purdue University (working with Professor D. Clay Whybark at Indiana University).
- September 1977 – June 1983: Assistant Professor, Department of Management Sciences, School of Management, University of Minnesota.
- June 1983 – June 1992: Associate Professor, Department of Operations and Management Sciences, Curtis L. Carlson School of Management, University of Minnesota.
- June 1985 – August 1986: Director, Operations Management Center, Curtis L. Carlson School of Management, University of Minnesota.
- August 1986 – December 1986: Visiting Associate Professor of Operations Management, School of Business, Indiana University.
- June 1992 – present: Professor, Supply Chain & Operations, Curtis L. Carlson School of Management, University of Minnesota.
- June 1994 – present: Member of the graduate faculty, Technological Leadership Institute, Institute of Technology, University of Minnesota. (Renewed in 2010.)
- August 1994 – July 1995: Visiting Professor of Manufacturing Management, International Institute for Management Development (IMD), Lausanne, Switzerland.
- August 1999: Distinguished Visiting Professor, National University of Singapore.
- May 2001 – present: Affiliate Senior member of the graduate faculty in Industrial and Systems Engineering, Institute of Technology, University of Minnesota. http://www.ie.umn.edu/faculty/index.shtml.
- January 2006 – present: Faculty Affiliate of the Medical Industry Leadership Institute, Carlson School of Management, University of Minnesota (http://www.csom.umn.edu/MILI).
- January 2002 – 2004; 2009 - present: Academic Director, Carlson Consulting Enterprise, Carlson School of Management, University of Minnesota.
- August 2002 – present: Director, Supply Chain & Operations Board of Advisors

- June 2003 – present: The John and Nancy Lindahl Professorship for Excellence in Business Education.
- June 2011 – present: Associate Dean for MBA Programs, Carlson School of Management
- November 2011 – present: Affiliated faculty and research staff, Center for Transportation Studies (CTS), University of Minnesota.

ACADEMIC HONORS

- Pi Mu Epsilon (Mathematics Honorary), 1972.
- Beta Gamma Sigma (Business Honorary), 1974.
- Certified as a Fellow of the American Production & Inventory Control Society (CFPIM), 1982.
- Minnegasco/Doelz Faculty Enrichment Award, 1987.
- Ranked number 17 of 200 researchers in "POM research productivity in U.S. business schools," ***Journal of Operations Management*** in 1996.
- Nominated by the Carlson School of Management for the all-university teaching award called the "Award for Outstanding Contributions to Post-Baccalaureate, Graduate, and Professional Education" in spring 1999. This recognized the best two graduate instructors among the 120 professors in the Carlson School of Management.
- Winner of the Carlson School Golden Globe Faculty MBA Teaching Award, 2002. This award recognizes the Carlson faculty member who has done the most to introduce international concepts and foster understanding of global business in the MBA program.
- Awarded the Carlson School of Management Award for Excellence in Teaching for 2001-2002 in recognition for outstanding contributions to teaching.
- Awarded The John and Nancy Lindahl Professorship for Excellence in Business Education in 2003. This is awarded to a professor who has made outstanding contributions to the Carlson School in research, teaching, and service.
- Ranked number 8 in service operations management research in the article, "A Note on the Growth of Research in Service Operations Management" published in ***Production and Operations Management*** (November-December 2007) based on papers published from 1990 to 2006 in the top-tier academic journals ***Journal of Operations Management***, ***Manufacturing and Service Operations Management***, ***Production and Operations Management***, ***Management Science***, and ***Operations Research***.
- The paper "Process Improvement Program Management and Organizational Performance," with Zhang, Schroeder, and Linderman was selected for the ***Best Paper Proceedings*** for the 2008 Academy of Management Meeting in Anaheim, California. This paper was also a finalist for the Chan Hahn Best Paper Award.
- The paper "Applying the Collective Causal Mapping Methodology to Operations Management Curriculum Development" with Hays, Bouzdine-Chameeva, Goldstein, and Scavarda won a $1000 award as the best empirical paper published in the ***Decision Science Journal of Innovative Education*** during 2007-2008.
- Supervised doctoral student Brent Moritz's development of a presentation entitled "Behavior, Cognition and Individual Differences in the Newsvendor Problem" which received the Best Presentation Award at the 2008 Behavioral Operations Conference in Alberta, Canada.
- Awarded the Carlson School of Management Annual Faculty Service Award for 2009 in recognition of "outstanding contributions to the Carlson School." This award included $5000.

PROFESSIONAL AFFILIATIONS

- American Production Inventory Control Society (APICS)
- American Society for Quality (ASQ)
- Association for Manufacturing Excellence (AME)
- Decision Sciences Institute (DSI)
- Institute for Operations Research and the Management Sciences (INFORMS)
- Institute of Industrial Engineers (IIE)
- Production Operations Management Society (POMS)

RESEARCH

Articles in refereed academic journals

- Hill, Arthur V., and D. Clay Whybark (1976). "Comparing Exact Solution Procedures for the Multiple Vehicle Routing Problem," ***The Logistics and Transportation Review***, 12 (3).
- Mabert, Vincent A., and Arthur V. Hill (1977). "A Combined Projection - Causal Approach for Short-Range Forecasts," ***International Journal of Production Research***, 15 (2).
- Chervany, Norman L., John C. Anderson, P. George Benson, Arthur V. Hill (1980). "A Management Science Approach to a Dutch Elm Disease Sanitation Program," ***Interfaces***, 10 (2), 108-114.
- Hill, Arthur V., and D. Clay Whybark (1982). "CHEXPEDITE - A Computer Based Approach to the Bank Courier Problem," ***Decision Sciences***, 13 (2), 251-265.
- Hill, Arthur V. (1982). "An Experimental Comparison of Human Schedulers and Heuristic Algorithms for the Traveling Salesman Problem," ***Journal of Operations Management***, 2 (4), 215-223. This was the first behavioral operations management research paper published in the ***Journal of Operations Management***. The Behavioral Dynamics in Operations Management website (http://www.ombehavior.com) lists this as the first behavioral operations paper.
- Bajgier, Steve M., and Arthur V. Hill (1982). "An Experimental Comparison of Statistical and Linear Programming Approaches to the Discriminant Problem," ***Decision Sciences***, 13 (4), 604-618.
- Benson, P. George, Arthur V. Hill, and Thomas R. Hoffmann (1982). "Manufacturing Systems of the Future - A Delphi Study," ***Production and Inventory Management Journal***, 23 (3), Third Quarter.
- Hill, Arthur V., J. David Naumann, and Norman L. Chervany (1983). "SPAT and SCAT - Large Scale Computer-Based Optimization Systems for the Personnel Assignment Problem," ***Decision Sciences***, 14 (2), 207-220.
- Hill, Arthur V. (1983). "OPT - A New Manufacturing Planning and Scheduling System," ***Operations Management Review***, 1 (2). (Invited article.)
- Kalantori, Bahman, Arthur V. Hill, and Sant Arora (1985). "An Algorithm for the Traveling Salesman Problem with Pickup and Delivery Customers," ***European Journal of Operational Research***, 22 (3), 377-386.
- Hill, Arthur V., and Thomas E. Vollmann (1986). "Reducing Vendor Delivery Uncertainties in a JIT Environment," ***Journal of Operations Management***, 6 (4), 381-392.
- Raturi, Amitabh S. and Arthur V. Hill (1988). "An Experimental Analysis of Capacity-Sensitive Setup Parameters for MRP Lotsizing," ***Decision Sciences***, 19 (4), 782-800.
- Hill, Arthur V., Vincent A. Mabert, and Douglas W. Montgomery (1988). "A Decision Support System for the Courier Vehicle Scheduling Problem," ***Omega***, 16 (4), 333-345.
- Hill, Arthur V., Vincent Giard, and Vincent A. Mabert (1989). "A Decision Support System for Determining Optimal Retention Stocks for Service Parts Inventories," ***IIE Transactions***, 21 (3), 221-229.
- Hill, Arthur V., Gary D. Scudder, and Dyan L. Haugen (1989). "The Operations Management Research Agenda for the 80's: Progress Report for Ph.D. Dissertation Research," ***Operations Management Review***, 7 (1), 24-32.
- Petroff, John N. and Arthur V. Hill (1991). "A Framework for the Design of Lot Tracing Systems for the 1990's," ***Production and Inventory Management Journal***, 32 (2), Second Quarter, 55-61.
- Hill, Arthur V. (1992). "An Experimental Comparison of Dispatching Rules for Field Service Support," ***Decision Sciences***, 23 (1), 235-250.
- Hill, Arthur V., Salvatore T. March, Christopher J. Nachtsheim, and Murali S. Shanker (1992). "An Approximate Model for Field Service Territory Planning," ***IIE Transactions***, 24 (1), 2-10.
- Hill, Arthur V., and W.C. Benton (1992). "Modeling Intra-City Time-Dependent Travel Speeds for Vehicle Scheduling Problems," ***The Journal of the Operational Research Society***, 43 (4), 343-351.
- Hill, Arthur V., and Inder S. Khosla (1992). "Models for Optimal Lead Time Reduction," ***Production and Operations Management***, 1 (2), 185-197.
- Hill, Arthur V., and Amitabh S. Raturi (1992). "A Model for Determining Tactical Parameters for Materials Requirements Planning Systems," ***The Journal of the Operational Research Society***, 43 (6), 605-620.
- Hill, Arthur V., and Alexander Ardichvili, (1992). "Methods of Operations Management in the Market: Results of an International Research Project," ***Mirovaja Economika i Mezhdunarodnie Otnoshenia*** (a leading journal published by the Russian Academy of Sciences in Moscow), 6. Other versions of this paper have also been published in ***Delovie Sviasi***, 4, 1992 (published by the Association of Entrepreneurs of Russia) and ***Vestnik RTPP***, 4, 1992 (published by the Russian Chamber of Commerce).
- Chengzhong, Xiao, D. Clay Whybark, and Arthur V. Hill (1992). "Comparing Manufacturing Practices of the Machine Tool Industry in China, Hungary, USSR, and North America," ***Journal of Shanghai Institute of Mechanical Engineering***, 14 (2).

- Ardichvili, Alexander, and Arthur V. Hill (1993). "Manufacturing Practices in the Commonwealth of Independent States," ***International Journal of Operations & Production Management***, 13 (10), 60-75. Also published as a chapter in ***Global Manufacturing Practices***, edited by D. Clay Whybark and Gyula Vastag, Elsevier Science Publishers, 1993.
- Hill, Arthur V., and Sum Chee Chuong (1993). "A New Framework for Manufacturing Planning and Control Systems," ***Decision Sciences***, 24 (4), 739-760.
- Chua, Richard C. H., Gary D. Scudder, and Arthur V. Hill (1993). "Batching Policies for a Repair Shop with Limited Spares and Finite Capacity," ***European Journal of Operational Research***, 66 (1), 135-147.
- Hill, Arthur V. and W.C. Benton (1993). "On macroscopic description of urban traffic speeds: Response," ***The Journal of the Operational Research Society***, 44 (2), 209-210.
- Hill, Arthur V., Amitabh S. Raturi, and Sum Chee Chuong (1997). "Capacity Constrained Reorder Intervals for Materials Requirements Planning Systems," ***IIE Transactions***, 29 (11), 951-963.
- Haugen, Dyan L., and Arthur V. Hill (1999). "Scheduling to Improve Field Service Quality," ***Decision Sciences***, 30 (3), 783-804.
- Hays, Julie M., and Arthur V. Hill (1999). "The Market Share Impact of Service Failures," ***Production and Operations Management***, 8 (3), 208-220.
- Hill, Arthur V., Julie M. Hays, and Eitan Naveh (2000). "A Model for Optimal Delivery Time Guarantees," ***Journal of Service Research***, 2 (3), 254-264.
- Hays, Julie M., and Arthur V. Hill (2001). "A Preliminary Investigation of the Relationships between Employee Motivation/Vision, Service Learning, and Perceived Service Quality." ***Journal of Operations Management,*** 19 (3), 335-349. (According to the ***JOM*** website, this article was one of the top ten requested articles in the ***Journal of Operations Management*** for 2001. This article was used as a "notable illustration" of the importance of behavioral theory in the call for papers for the ***JOM*** special issue on "Incorporating Behavioral Theory in OM Empirical Models.")
- Hays, Julie M., and Arthur V. Hill (2001). "A Longitudinal Empirical Study of the Effect of a Service Guarantee on Service Quality," ***Production and Operations Management***, 10 (4), 405-423.
- Hill, Arthur V. (2002). "Five challenges for the operations management research community," ***Journal of Operations Management,*** invited lead article, 20 (1), 6-8.
- Hill, Arthur V., David A. Collier, Craig M. Froehle, John C. Goodale, Richard D. Metters, and Rohit Verma (2002). "Research Opportunities in Service Design Research," Special Issue on Service Process Design, ***Journal of Operations Management***.
- Sum, Chee-Chuong, Yang-Sang Lee, Julie M. Hays, and Arthur V. Hill (2002). "Modeling the Effects of a Service Guarantee on Perceived Service Quality Using Alternating Conditional Expectations (ACE)," ***Decision Sciences***, 33 (3), 347-383.
- Hill, Arthur V., and William J. Sawaya III (2004). "Production Planning for Medical Devices with an Uncertain Approval Date," ***IIE Transactions***, 36 (4), 307-317. This article was featured in an ***IE Journal*** article written by the editor and has been reprinted in several publications and websites, including the Society for Health Systems website, the ***Carlson School Magazine*** (Fall 2006), the Entrepreneur (http://www.entrepreneur.com/tradejournals/article/114926244.html, March 16, 2011), and others.
- Hays, Julie M., and Arthur V. Hill (2006). "An Extended Longitudinal Study of the Effects of a Service Guarantee," ***Production and Operations Management***, 15 (1), 117-131.
- Hays, Julie M., and Arthur V. Hill (2006). "Service Guarantee Strength: The Key to Service Quality," ***Journal of Operations Management***, Special Issue on Incorporating Behavioral Theory in Operations Management Empirical Models, 24 (6), 753-764.
- Gupta, Diwakar, Arthur V. Hill, and Tatianna Bouzdine-Chameeva (2006). "A pricing model for clearing end of season retail inventory," ***European Journal of Operational Research***, 170 (2), 518-540.
- Scavarda, Annibal José, Tatiana Bouzdine-Chameeva, Susan Meyer Goldstein, Julie M. Hays, and Arthur V. Hill (2006). "A Methodology for Constructing Collective Causal Maps," ***Decision Sciences***, 37 (2), 263-283.
- Hays, Julie M., Tatiana Bouzdine-Chameeva, Susan Meyer Goldstein, Arthur V. Hill, and Annibal José Scavarda (2007). "Applying the Collective Causal Mapping Methodology to Operations Management Curriculum Development," ***Decision Science Journal of Innovative Education***, 5 (2), 267-287. This paper was the winner of the Best Empirical Paper Award for ***DSJIE*** for 2007-2008 and received a $1000 cash prize at the 2008 National DSI conference.
- Zhang, Weiyong, Arthur V. Hill, Roger G. Schroeder, and Kevin W. Linderman (2008), "Project management infrastructure: The key to operational performance improvement," ***Operations Management Research***, 1 (1), 40-52.

- Chen, Xinlei, George John, Julie M. Hays, Arthur V. Hill, and Susan E. Geurs (2009). "Learning from a Service Guarantee Quasi-Experiment," ***Journal of Marketing Research***, 46 (5), 584-596. (Available on the web at http://www.csom.umn.edu/assets/121415.pdf.)
- Hill, Arthur V., and Weiyong Zhang (2010). "Six Common Misuses of the Inventory Turnover and Days-On-Hand Metrics," ***Production & Inventory Management Journal***, 45 (2).
- Zhang, Weiyong, Arthur V. Hill, and Glenn H. Gilbreath (2011). "A Research Agenda for Six Sigma Research," ***Quality Management Journal***, 18 (1), 39-53.

Research publications under review/revision

- Moritz, B.B., A.V. Hill, and K.L. Donohue, "Individual Differences in the Newsvendor Problem: Behavior and Cognitive Reflection," under second review by ***Journal of Operations Management***. Sent on December 23, 2011.

Research in process

- Burch, G.F., A.V. Hill, and W. Zhang, "Forecasting the Effectiveness of a Time Series Forecasting System," soon to be submitted to ***Decision Science***.
- Zhang, W., X. Huang, and A.V. Hill, "A Methodological Framework for the Complementary Use of Partial Least Squares and Covariance-Based Estimation in Structural Equation Modeling," being revised to submit to ***Decision Science***.

Research articles in refereed academic proceedings

- Hill, Arthur V., "Combining Time Series and Causal Forecasting Models: A Case Study," ***Midwest American Institute for Decision Sciences Conference Proceedings***, Indianapolis, April 1975.
- Hill, Arthur V. and D. Clay Whybark, "Vehicle Scheduling with Production Requirement Constraints," ***Decision Sciences Institute National Conference Proceedings***, San Francisco, November 1976.
- Hill, Arthur V. and J. Philip McKenzie, "A Computer Algorithm for the Bank Messenger Vehicle Scheduling Problem," ***Institute of Industrial Engineers Systems Engineering Conference Proceedings***, Kansas City, November 1977.
- Hill, Arthur V., "A Comparison of Human Decision Makers and a Computer Algorithm for the Traveling Salesman Problem," ***Decision Sciences Institute National Conference Proceedings***, New Orleans, November 1979.
- Hill, Arthur V., "Mixed Integer Programming Formulations for the Traveling Salesman and Vehicle Scheduling Problems," ***Midwest Decision Sciences Institute Conference Proceedings***, Detroit, April 1981.
- Anderson, John C., Arthur V. Hill, Roger G. Schroeder, Nicholas Moropoulos, and Jayant Saraph, "A Study of Manufacturing Strategy and Performance," ***Decision Sciences Institute National Conference Proceedings***, San Francisco, November 1982.
- Hill, Arthur V. and Salvatore T. March, "FAST-TECH: A Decision Support System for Field Service Planning," ***Decision Sciences Institute National Conference Proceedings***, San Antonio, November 1983.
- Hill, Arthur V. and Amitabh S. Raturi, "A Model for Determining Tactical Parameters for Materials Requirements Planning Systems," ***Decision Sciences Institute National Conference Proceedings***, Boston, November 1987.
- Hill, Arthur V., Gary D. Scudder and Dyan L. Haugen, "Production/Operations Management Agenda for the 80's: A Progress Report," ***Decision Sciences Institute National Conference Proceedings***, Boston, November 1987.
- McDonell, Edwin D., Thomas J. Shurig, and Arthur V. Hill, "Productivity and Quality in the Branch of the Future," ***Institute of Industrial Engineers National Conference Proceedings***, Orlando, 1988.
- McDonell, Edwin D., Gary Somerville, and Arthur V. Hill, "Banking Operations Improvement," ***Institute of Industrial Engineers National Conference Proceedings***, 1990.
- Hill, Arthur V., Gary E. Somerville, Barry S. Farah, Edwin McDonnell, and Jerry Swan, "A Decision Support System for Managing Check Processing Operations," ***Institute of Industrial Engineers National Conference Proceedings***, San Francisco, May 1990.
- Hill, Arthur V. and Sum Chee Chuong, "A Finite Scheduling Heuristic for Discrete Manufacturing," ***Decision Sciences Institute National Conference Proceedings***, San Diego, November 1990.
- Hill, Arthur V. and W.C. Benton, "Modeling Intra-City Time-Dependent Travel Speeds for Vehicle Scheduling Problems," ***Decision Sciences Institute National Conference Proceedings***, San Diego, November 1990.

- Hill, Arthur V. and Dyan L. Haugen, "An Experimental Comparison of Heuristic Scheduling Procedures and Dispatching Rules for Field Service Support Systems," ***Decision Sciences Institute National Conference Proceedings***, Miami, November 1991.
- Xiao, Chen Zhong, D. Clay Whybark, and Arthur V. Hill, "Comparing Manufacturing Practices in China, Hungary, Russia, and North America," ***Proceedings of the Pan-Pacific Conference***, Calgary, Canada, June 1992.
- Xiao, Chen Zhong, D. Clay Whybark, and Arthur V. Hill, "Comparing Manufacturing Output and Practices in China, Hungary, USSR, and USA," ***Proceedings of the Pan-Pacific Conference***, Pan-Pacific Conference XI, Bangkok, Thailand, June 1994.
- Swanson, Richard A., Arthur V. Hill, Julie M. Hays, George John, and David W. Johnson, Human Resource Development's Contribution to Strategic Service Quality Performance in Radisson Hotels Worldwide, ***Academy of Human Resource Development (AHRD) 1999 Conference Proceedings***, (edited by K.P. Kuchinke, University of Illinois), 380-385, 1999.
- Bouzdine-Chameeva, Tatianna, and Arthur V. Hill, "Pricing Strategy in a Clearance period," ***Academy of Marketing Science 2001 Conference Proceedings***, San Diego, June 2001, 89-93. Articles are subjected to a review comparable to that for many journals.
- Sang, Lee Yang, Sum Chee Chuong, Julie M. Hays, and Arthur V. Hill, "Impact of a service guarantee on service quality," ***Asia Pacific Decision Sciences 2001 Conference Proceedings***, Singapore, July 18-21, 2001.
- Scavarda, Annibal José, and Arthur V. Hill, "The Issues and the Impact of the Service Industry," ***Proceedings POMS National Conference***, San Francisco, 2002.
- Zhang, Weiyong, Arthur V. Hill, and Roger G. Schroeder, "A Configurational Study of the Impact of Quality Management Practices on Firm Performance," ***Proceedings of the 2004 DSI Conference***, Boston.
- Hill, Arthur V., Diwakar Gupta, and Tatiana Bouzdine-Chameeva, "Discrete-Time Models for Setting Clearance Prices in Season Retail Inventory," ***EUROMA Conference Proceedings – Operations Management as a change agent***, 1, 275-282, INSEAD, Fontainebleau, France, June 27-29, 2004.
- Zhang, Weiyong, Arthur V. Hill, Roger G. Schroeder, and Kevin Linderman, "Customer-driven supplier improvement and performance: The mediating role of strategic project selection," ***Proceedings of the 2006 DSI Conference***, San Antonio.
- Zhang, Weiyong, Arthur V. Hill, Roger G. Schroeder, and Kevin Linderman, "Process Improvement Program Management and Organizational Performance," ***Best Paper Proceedings***, 2008 Academy of Management Meeting in Anaheim, California. This paper was honored by being selected for the ***Best Paper Proceedings***. This paper was also a finalist for the Chan Hahn Best Paper Award.

Articles in non-refereed journals and proceedings

- Anderson, John C., Arthur V. Hill, Roger G. Schroeder, and Janice I. DeGross, ***Proceedings of the Materials Requirements Planning Implementation Conference***, September 1978.
- Hill, Arthur V., ***TIIPS - The Integrated Implementation Planning Strategy***, Comserv Corporation, 1982. (An MRP implementation guide developed for what was the leading independent manufacturing software vendor in the United States.)
- Hill, Arthur V., Janis L. Miller, and Everett E. Adam, Jr., "Operations Management Centers," ***Operations Management Review***, 5 (3), spring 1987.
- Hill, Arthur V., ***APICS Capacity Management Reprints***, American Production and Inventory Control Society, Falls Church, Virginia, 1988. (This is a book edited by several members of the Capacity Management Committee of the APICS Curricula and Certification Council.)
- Hill, Arthur V., ***APICS Capacity Management Certification Review Course Addendum***, spring 1989. (Publication requested by the APICS Curriculum and Certification Council that became a standard part of the APICS Capacity Management Review Course.)
- Hill, Arthur V., "Creating an Operations Management Center," ***Operations Management Review***, 7 (3-4), 1990. (Invited article.)
- Hill, Arthur V., "Operations Management," an article relating operations management and information systems technology, ***The Macmillan Encyclopedia of Computers***, 1993.
- Hill, Arthur V., "Service Guarantees: The Fast Track to Service Quality," ***IMD Perspectives***, Number 2, March 1995, 1-4. This article was reprinted or excerpted in many international business publications including: Taiwan (***Commonwealth Magazine***), France (***Les Echos***), Spain (***Executive Digest***), England (***European Quality***), Switzerland (***PME Magazine***, ***Le mensuel suisse pour réussir son entreprise***, No. 6, June 1996), Malaysia (***Across the Board***, published by the Malaysian Institute of Management, April, 1995, 32 (4), 63), and others. ***Industry Week***, the leading manufacturing industry journal in the U.S., printed a half-page summary of this work on October 2, 1995 and the ***Journal of Services Marketing*** (9 (3) 1995)

printed a 2-page summary. The ***Minnesota Management Review*** (Carlson School Alumni magazine) and the ***CEMBA Executive Summary*** (CEMBA Alumni magazine) for the Carlson School also reprinted this article.

- Kamauff, J., S.B. Kramer, and A.V. Hill. October 1995. Gating the Benchmarking Process: A Tutorial. Working Paper No. 95-33. Richard Ivey School of Business, University of Western Ontario.
- Hill, Arthur V., "Some Observations on Business Education at the Institute for Management Development International (IMD)," ***Decision Line***, March 1996, 4-5.
- Hill, Arthur V., "Service guarantees offer key benefits and a competitive advantage," ***Innovations***, 1, Issue 7, May 1997, pp. 1-2. (This is a publication of the Midwest Gas Association written with an MGA employee.)
- Hill, Arthur V., "SPAT Questions & Answers," ***Decision Line***, July 1997, 28 (4). This was part of a software review of the SPAT software written by Professor Hill and can be found at http://www.decisionsciences.org/Newsletter/vol28/28_4/soft.htm.
- Hill, Arthur V., Susan E. Geurs, Julie M. Hays, George John, David W. Johnson, and Richard A. Swanson (1998). "Service Guarantees and Strategic Service Quality Performance Metrics at Radisson Hotels Worldwide," ***Journal of Strategic Performance Measurement***, 2 (6), 27-31. This article can be found on the web at http://classshares.student.usp.ac.fj/TS208/2006%20Material/TS208%20Resources/Service%20Guarantees%20and%20Strategic%20Service%20Quality%20Performance.pdf.
- Hays, Julie M. and Arthur V. Hill (1999). "Gaining Competitive Service Value through Performance Motivation," ***Journal of Strategic Performance Measurement***, October/November, 3 (5), 36-40.
- Hays, Julie M., Arthur V. Hill, and Susan E. Geurs (2000). "The Impact of Service Guarantees on Service Quality at Radisson Hotels Worldwide," invited chapter in ***New Service Development: Creating Memorable Experiences***, edited by J.A. Fitzsimmons and M.J. Fitzsimmons, Sage Publications, 264-276.
- Hill, Arthur V., and William J. Sawaya III, "A Model for Production Planning with an Uncertain Approval Date," ***POMS National Conference Proceedings***, San Antonio, April 2000.
- Hill, Arthur V., and Tatianna Bouzdine-Chameeva, "A pricing Model for Clearing End of Season Retail Inventory," Cahier de Recherche LAREMA, Groupe ESC Bordeaux, August 2000.
- Bouzdine-Chameeva, Tatianna, Vincent Beurrier, and Arthur V. Hill, "A Review of Pricing Models for the Newsvendor Problem," Cahier de Recherche LAREMA, ESC Bordeaux, July 2000, 27 pages.
- Hill, Arthur V., and William J. Sawaya III, "A managerial summary: Production planning for medical devices with an uncertain regulatory approval date," ***Industrial Engineer Magazine***, 2004. This is a summary of our article published in ***IIE Transactions***. The ***Industrial Engineer Magazine*** is a publication of the Institute of Industrial Engineers and is distributed to the nearly 15,000 members of the Institute.
- Scavarda, A.J., T. Bouzdine-Chameeva, S.M. Goldstein, J.M. Hays, and A.V. Hill, "A Review of the Causal Mapping Practice and Research Literature," ***Proceedings of the Second World POMS Conference***, Cancun, Mexico, April 30-May 3, 2004.
- Hill, Arthur V., Weiyong Zhang, and Glenn H. Gilbreath (2011). "Discipline your lean sigma programs," ***Industrial Engineer Magazine***, 43 (6), 48-52. The ***Industrial Engineer Magazine*** is a publication of the Institute of Industrial Engineers and is distributed monthly to the nearly 15,000 members of the Institute.

Research grants and awards

- IBM grant to develop a Manufacturing Information Systems course, 1985.
- Fourth Shift commercial manufacturing control system software and video training course (valued at $50,000).
- Minnegasco/Doelz Faculty Enrichment Award to develop research projects on Just-in-Time Manufacturing with 3M, Honeywell, and Donaldson Company, 1987.
- Minnemac equipment grant (Apple Macintosh II/cx and printer) for development of a course on Just-in-Time Manufacturing, 1989-1990.
- International Program Development grants to travel to the USSR (1989) and Hungary (1991).
- Several summer research grants from the Carlson School of Management, Dayton-Hudson, and McKnight.
- Operations Management Center grants for "Capacity Sensitive Lot Sizing," "A Computer Model for Studying Product Proliferation Issues in a Manufacturing Environment," "Manufacturing Planning and Control Systems of the Future," and "Lead Time Reduction."
- International Program Development grants to pursue research in the Former Soviet Union, 1993.
- Quality Leadership Center for $36,000 for a project entitled "Customer-Driven Learning Organization" research project with eight Minnesota companies, 1994.
- Radisson Hospitality Worldwide gift of $2000 for a project entitled "Study of service guarantees at Radisson Hospitality," research project using Radisson "before" and "after" data, 1995.
- NSF Total Quality Organizations grant #9811047 for $140,000, principal investigator, "An Examination of the Impact of Service Guarantee Strength on Service Quality and Firm Performance," with co-principle

investigators Julie Hays (U. of M./OMS Ph.D. student), Professor George John (U. of M./Carlson School), Professor Dick Swanson (U. of M./School of Education), and Professor George Johnson. (U. of M./School of Education). The website for this research is http://legacy.csom.umn.edu/wwwpages/faculty/ahill/nsf. The NSF website for this grant is: http://fastlane.nsf.gov/servlet/showaward?award=9811047.

- Winner of the Best Empirical Paper Award for the ***Decision Sciences Journal of Innovative Education*** for 2007-2008. This $1000 prize was announced at the 2008 National DSI conference. This is for the 2007 paper "Applying the Collective Causal Mapping Methodology to Operations Management Curriculum Development," with Julie Hays, Tatiana Bouzdine-Chameeva, Susan Meyer Goldstein, and Annibal José Scavarda.
- Co-authored paper with doctoral student Brent Moritz entitled "Cognition and Individual Differences in the Newsvendor Problem: Behavior under Dual Process Theory" was chosen as one of five finalists in the POMS College of Supply Chain Management student paper competition.

Presentations at research conferences (This does not include presentations of proceedings papers that appear above.)

- "Operations Management in the Service Sector," Academy of Management, 37th Annual Conference, Orlando, August 1977.
- "Approaches to Vehicle Routing and Scheduling Problems," Upper Midwest Chapter ORSA/TIMS, Minneapolis, November 1978.
- "Symposium on Vehicle Routing and Scheduling - the State of the Art," National Decision Sciences Institute Conference, Las Vegas, November 1980.
- "Strategic Planning for Banking Operations," Institute of Industrial Engineers Fall Conference, Minneapolis, December 1980.
- "A New Mixed-Integer Goal Programming Approach to the Discriminant Problem" (with Steve M. Bajgier), National ORSA/TIMS Conference, Houston, October 1981.
- "The Future of Research in Production Planning and Control Systems," panel discussion/presentation at the National Conference for the Operations Management Association, Phoenix, November 1985.
- "A Study of Capacity Constrained Scheduling Procedures for Material Requirements Planning Systems" (with Amitabh S. Raturi), National Decision Sciences Institute Conference, Las Vegas, November 1985.
- "Manufacturing Control Systems," Panel discussion, National Operations Management Association Conference, Phoenix, 1985.
- "A Stochastic Model for the Capacitated MRP Problem" (with Amitabh S. Raturi), Joint ORSA/TIMS meeting, Washington, D.C., May 1988.
- "A Network Model for Simultaneously Determining Lotsizes and Schedules for Finite Capacity Discrete Parts Manufacturing," invited presentation at the Ohio State University, November 1989.
- "Models for Optimal Lead Time Reduction," Operations and Management Science Department Colloquium, University of Minnesota, May 1990.
- "Models for Optimal Lead Time Reduction" (with Inder S. Khosla), Production and Operations Management Society National Meeting, Washington, D.C., October 1990.
- "Research Directions in Operations Management," Panel Member, National Decision Science Institute Meeting, San Diego, November 1990.
- "Manufacturing Practices in the Soviet Union," presentation for the Global Manufacturing Research Group, Budapest, Hungary, June 1991.
- "Time Based Competition: A Key to Understanding Operations Strategy," Production and Operations Management Society National Meeting, New York, New York, November 1991.
- "Research in Supply Chain Management," Panel Member, National Decision Science Institute Meeting, Orlando, Florida, November 1996.
- "Cases in Service Operations," Panel Member, National Decision Science Institute Meeting, San Diego, November 1997.
- "An Empirical Investigation of the Relationships between Employee Motivation and Vision, Organizational Learning, and Perceived Service Quality," (with Julie M. Hays) AMA/INFORMS Frontiers in Services Conference, Vanderbilt University, October 1999.
- "New Issues and Opportunities in Service Design Research," Decision Sciences Institute National Conference, Orlando, November 2000.
- "Where, when and how much can we improve customer satisfaction with service guarantees," Xinlei Chen, George John, Julie M. Hays, and Arthur V. Hill, Midwest Marketing Conference, University of Michigan, August 2001.
- "Where, when and how much can we improve customer satisfaction with service guarantees," George John, Julie M. Hays, and Arthur V. Hill, USC research conference, January 2002.

- "The service supply chain," Decision Sciences Institute National Conference, San Diego, November 2002.
- "The Ten Commitments of the Service Management," (with Annibal José Scavarda) Production and Operations Management Society (POMS) Annual Meeting, Savannah, April 2003.
- "The Ten Commitments of the Supply Chain Management," (with Annibal José Scavarda) Production and Operations Management Society (POMS) Annual Meeting, Savannah, April 2003.
- Zhang, W., A.V. Hill, and R.G. Schroeder, "The Impact of Quality on Performance," paper presented at the Decision Sciences Institute National conference, November 23, 2004.
- Chen, Xinlei, George John, Julie M. Hays, and Arthur V. Hill, "Learning from a Service Guarantee Quasi-Experiment," presented at the MSI Conference for Collaborative Research at Yale University School of Management, December 11, 2004.
- Hays, J.M., and A.V. Hill, "The Effect of Service Guarantee Strength on Service Quality," 2005 POMS Conference, Chicago, April 29-May 2, 2005.
- Hays, J.M., T. Bouzdine-Chameeva, S. Goldstein-Meyer, A.V. Hill, and A.J. Scavarda, "An application of the Collective Causal Mapping methodology to develop a framework for teaching operations management," 2005 POMS Conference, Chicago, April 29-May 2, 2005.
- Zhang, W., A.V. Hill, R.G. Schroeder, K.W. Linderman, "Rigorous flexibility: A configurational study of Six Sigma Rigor, synergy and performance," paper presented at the POMS National Conference, May 1, 2005.
- Zhang, W., and A.V. Hill, "Process Improvement Rigor and Performance," paper presented at the DSI National Conference, San Francisco, November 2005.
- Zhang, Weiyong, Arthur V. Hill, Roger G. Schroeder, and Kevin Linderman, "Customer-driven supplier improvement and performance: The mediating role of strategic project selection," paper presented at the DSI National Conference, San Antonio, November 2006.
- Zhang, Weiyong, and Arthur V. Hill, "Leadership Development and Process Improvement Program Success: An Empirical Examination," paper presented at the DSI National Conference, Phoenix, November 2007.
- Moritz, Brent B., and Arthur V. Hill, "Cognition and Individual Differences in the Newsvendor Problem," paper presented by Brent Moritz at the 2008 POMS Conference La Jolla, May 2008.
- Zhang, Weiyong, and Arthur V. Hill, "Leadership Development Orientation: The Hidden Secret of Modern Process Improvement Programs," paper presented at the 2008 POMS Conference La Jolla, May 2008.
- Zhang, Weiyong, and Arthur V. Hill, "Six Sigma Customization: A Qualitative Study," paper presented at the 2008 POMS Conference La Jolla, May 2008.
- Zhang, Weiyong, Arthur V. Hill, Roger G. Schroeder, and Kevin Linderman, "Process Improvement Program Management and Organizational Performance," 2008 Academy of Management Meeting in Anaheim, California. Professor Zhang presented this paper.
- Moritz, Brent B., and Arthur V. Hill, "Behavior, Cognition and Individual Differences in the Newsvendor Problem," presented by Brent Moritz at the INFORMS national conference, Washington, D.C., October 2008.
- Scavarda, A.J., A.V. Hill, T. Bouzdine-Chameeva, S.M. Goldstein, J.M. Hays, "Empirically Derived Service Principles – The Ten Commandments of Service Management," presented by Professor Scavarda, INFORMS National Conference, Washington, D.C., October 2008.
- Hill, Arthur V., and Brent B. Moritz, "Explaining Human Performance in the Newsvendor Problem through Individual Differences in Cognitive Style," Human and Organisational Factors in Planning and Scheduling Conference (HOPS) 2008, EPFL, Lausanne Switzerland.
- Zhang, Weiyong, Arthur V. Hill, Roger G. Schroeder, and Kevin Linderman, "Process Improvement Program Management and Organizational Performance," 2008 Academy of Management Meeting in Anaheim, California. Professor Zhang presented this paper.
- Moritz, Brent, Arthur V. Hill, and Karen Donohue, "Cognition, Anchoring and Individual Differences in the Newsvendor Problem," presented at the 2009 POMS Conference Orlando, Florida, May 2009. This paper was presented by Brent Moritz.
- Zhang, Weiyong, Arthur V. Hill, and Glenn Gilbreath, "Six Sigma: Literature Review, a Critical Analysis, and Future Research," presented at the 2009 POMS Conference Orlando, Florida, May 2009. This paper was presented by Professor Zhang and Arthur Hill.
- Ball, G., R. Shah, A.V. Hill, "The Impact of Manufacturing Inventory Levels on New Product Innovativeness," presented by George Ball at the 2011 POMS Conference, Reno Nevada.
- Burch, G.F., A.V. Hill, and W. Zhang, "Forecasting the Effectiveness of a Time Series Forecasting System," presented by all three authors at the 2012 POMS Conference in Chicago, Illinois.
- Ball, G., R. Shah, and A.V. Hill, "Product Recalls and the Shop-Floor: How Manufacturing Decisions Can Influence Product Recalls," presented at the 2012 National POMS Conference, Chicago, IL. (George Ball presented this paper.)

Invited research-related lectures/seminars for universities and industry

- "Simulation Successes and Slips," Association of Systems Managers Meeting, Minneapolis, January 1980.
- "Research on Field Service Support," invited talk, School of Business, Indiana University, winter 1980.
- "Inventory/Production Control Concepts," Twin Cities APICS Annual Spring Meeting, April 1982.
- "Manufacturing Systems of the Future," Twin Cities MAPICS Users Group, April 1982.
- "Business Requirements Planning," COMSERV Conference for Presidents of Small Manufacturing Companies, March 1984.
- "CHEXPEDITE: A Decision Support System for Courier Scheduling," Check Processing Conference, Bank Administration Institute, Atlanta, April 1984.
- "Operations Management Education at the University of Minnesota," Twin Cities APICS Small Manufacturers Special Interest Group, November 1985.
- "Simulation Techniques," Seminars for Honeywell Industrial Engineers, Minneapolis, January 1986.
- "Just-in-Time Not Just in Japan," University of Minnesota Executive Development Center Seminar, September 1987.
- "A Tutorial on Production Scheduling and Simulation," Honeywell Simulation Symposium, September 1987.
- "Detailed Factory Scheduling Systems: The Promises and the Problems," Joint Decision Sciences/Operations Management Colloquium, Carlson School of Management, December 1987.
- "Research on JIT and CIM – A Progress Report" a report to the board of directors of Minnegasco on activities funded by the Minnegasco/Doelz Award, March 1988.
- "Manufacturing Planning and Control Systems of the Future," invited talk for the Honeywell Corporate Systems Development Division, September 1988.
- "Decision Support Systems for Operations Management," invited talk at the Darden School, University of Virginia, winter 1989.
- "Decision Support Systems for Operations Management," invited talk at the University of Colorado, winter 1989.
- "Careers in Operations and Management Sciences," invited talk for students and faculty at St. Olaf College, Northfield, Minnesota, winter 1989.
- "Operations Management," Panel Member, Doctoral Student Consortium, National Decision Science Institute Meeting, San Diego, November 1990.
- "Heuristics for Simultaneously Determining Order Sizes and Finite Schedules for Discrete Manufacturing," invited talk at Indiana University School of Business, January 1991.
- "International Entrepreneurship in Eastern Europe and the USSR," Carlson School of Management Business Day Program, Panel Chair, April 1991.
- "Research in Field Service Management," invited talk for the faculty at the Babcock School of Management, Wake Forest University, January 1992.
- "What Are the Risks and Opportunities of Doing Business in the Former Soviet Union?" Carlson School of Management Business Day Program, Panel Chair, April 1993.
- "Radisson Slavjanskaya Hotel and Business Center," Ecole hôtelière de Lausanne (probably the best known hotel school in the world), 1995.
- Keynote speaker, "Perfect Supply Chain Management," address given to the Guidant/Cardiac Pacemaker, Inc. Supplier Day meeting with about 200 people in attendance, July 1997.
- "Mass Customization," ReliaStar Strategic Planning meeting, November 1998.
- "Service guarantees: The fast-track to service quality," research presentation given to the faculty and students at National University of Singapore, August 1999.
- "Production Planning for Medical Device Manufacturing," research presentation given to the faculty and students at National University of Singapore, August 1999.
- Keynote speaker, "Competing through Mass Customization and Service Quality," address given at the National University of Singapore, August 1999. This was a major public event with approximately 300 executives and academics in attendance.
- Panel member, public seminar, "Supply Chain Management: Trends for the Future," National University of Singapore, August 1999.
- Keynote speaker, "Eight dumb ways to deal with forecasting in your firm," Annual Meeting, Chart Industries (Minnesota Valley Engineering), Phoenix, Arizona, January 2000.
- "Competing through Mass Customization and Service Quality," Institute of Industrial Engineers Twin Cities Chapter meeting, May 2000.
- "A pricing model for clearing end of season retail inventory," presentation to the faculty and doctoral students, Department of Mechanical Engineering, University of Minnesota, March 2000.

- "Demand chain management," annual meeting for all senior operations people at Guidant/CRM sponsored by Guidant's VP of Manufacturing, March 2001.
- "Mass Customization," a presentation to the senior management team of AbleNet, April 2001.
- Keynote address, "The top ten list for service quality improvement," a presentation for the annual senior management team meeting of MarketWatch, Minneapolis, January 2002.
- "Research on Service Guarantees," a presentation to the faculty of the Owen School, Vanderbilt University, April 2004.
- Address to the Indiana University Alumni Association in Minnesota, "The World Is Flat: The Limits of Outsourcing" at General Mills, October 18, 2005.
- "The Mediating Effect of Strategic Project Selection in Process Improvement Program Success," The Distinguished Hightower Lecture at Emory University Goizueta Business School, April 14, 2006.
- "Six Sigma Overview," a presentation given to the senior executive team (president and all vice presidents) for Kemps LLP, April 21, 2006.
- "Inventory Management," a presentation given to the senior executive team (president and all vice presidents) for Entegris, August 23, 2006.
- "Lean Thinking," keynote address for the U.S. Bank BEST Project Team meeting in St. Paul. This was a team of about 50 executives charged with designing the branch of the future for U.S. Bank's 2400 branches, August 28, 2006.
- Keynote address "Lean Sigma for Healthcare" for the VHA Upper Midwest Board Meeting in Chicago. This meeting included about 70 CEOs and CFOs for hospitals in the Midwest, including the leaders from Mayo Clinic, Allina, and HeathEast, March 11, 2008.
- Keynote address and facilitated discussion on the topic of Lean Sigma with the president and his entire executive team plus about 30 other people at Memorial Blood Centers. This was a kick-off event for a new phase of their organization improvement program. This was done without honorarium or consulting fee for this not-for-profit organization. May 1, 2008.
- Keynote address to Kemps' entire leadership team (about 200 people) entitled "Lean Thinking" at the St. Paul Hotel. This was Kemps' annual leadership meeting, April 2008.
- Address to Kemps' leadership team on "Personal Operations Management." Participants included nearly all of Kemps' vice presidents, directors, and senior managers, May 20, 2008 and then again on June 17, 2008.
- Address to Best Buy Supply Chain Leadership team on "Personal Operations Management." This was an off-site meeting in Nisswa, Minnesota for fifteen of Best Buy's supply chain leadership team, including two vice presidents, July 31, 2008.
- "Personal Operations Management," two-hour talk given pro bono for about 100 quality leaders for the Minnesota Council for Quality, February 5, 2009.
- "Lean Principles for Getting Good Things Done: Improving Personal Effectiveness & Productivity," Minnesota Council for Quality workshop, March 31, 2009.
- "Personal Operations Management," all afternoon talk for about 40 quality leaders for the Minnesota Council for Quality, March 31, 2009.
- "Personal Operations Management," two-hour *pro bono* talk for the leadership of Easter Seals on May 5, 2009.
- "Personal Operations Management," one-hour *pro bono* talk for the leadership of G&K on April 24, 2009.
- "Personal Operations Management," Carlson School new executive program entitled the "Momentum Series," May 14, 2009.
- "Personal Operations Management," one-hour *pro bono* talk for the American Studies and Asian American Studies Program annual faculty retreat on September 1, 2009.
- Keynote dinner address, Minnesota ASQ (American Society for Quality), "Personal operations management: Lean principles for getting good things done," St. Paul, Minnesota, October 13, 2009.
- Invited speaker, "Hard Questions for Process Improvement Program Champions," given to the senior Continuous Improvement (CI) leaders (including the VP of Manufacturing) at General Mills, February 1, 2010.
- Invited speaker, University of Minnesota, Quality Fair 2010, February 4, 2010 in the TCF Bank Stadium, "Personal Operations Management: Lean Principles for Getting Good Things Done."

TEACHING

Courses taught at the University of Minnesota (*courses taught in the last three years)

- OMS 3000 Introduction to Operations Management
- OMS 3056 Production and Inventory Management
- OMS 6056 Managing Supply Chain Operations

- OMS 8051 Management of Service Operations
- OMS 8056 Production and Inventory Management
- OMS 8057 Process Design
- OMS 8221 Inventory Theory (doctoral seminar)
- OMS 8735 Operations Forecasting and Inventory Research (doctoral seminar)
- OMS 8850 Service Operations Management
- OMS 8850 International Operations Management
- OMS 8900 Operations Management Doctoral Seminar
- OMS 8901 Operations Management Doctoral Seminar
- MBA 6504* Carlson Consulting Enterprise (12 months per year)
- MBA 6220* Operations Management (MBA day core course)
- MBA 8025 Decision Sciences and Management Information Systems
- MBA 8065 MBA Field Project Course
- CMBA5614* Introduction to Operations Management (Carlson Executive MBA core course)
- DSC 3055 Introduction to Management Science (with 275 students and 6 labs)
- DSC 8231 Advanced Mathematical Programming (doctoral seminar)
- DSC 8550 Simulation Techniques (doctoral seminar)
- MOT 8113 Operations Management for Competitive Advantage (Institute of Technology)
- MOT 8132 Quality Control and Management (Institute of Technology)

Average of recent median ratings for MBA teaching was above 6 on a 7-point scale, where 6 is "excellent." Average of recent median teaching ratings for executive education was above 4.8 on a 5-point scale. Listed in several national publications including ***Business Week*** as one of the outstanding professors in the Carlson School of Management.

Student advising

- Committee member and/or adviser for many masters theses, masters oral exams, and Ph.D. oral exams for students in Accounting, Computer Science, Industrial Relations, Information and Decision Science, Forest Products, Forestry, Mechanical Engineering/Industrial Engineering, Operations and Management Science, and the Masters of Technology program (MOT).
- Undergraduate honors advisor, Matt Larson, 2006-2007.
- Undergraduate honors advisor, Jake Liu, 2010-2011.
- Ph.D. Thesis Adviser, Amitabh S. Raturi, "Capacity Sensitive Lotsizing Heuristics in an MRP Environment," 1986. Professor Raturi is currently a full professor and director of the Industrial Management Program at the University of Cincinnati.
- Ph.D. Thesis Co-Advisor, Richard Chua, "Determination of Batch Sizes for a Repair Shop in a Multiechelon Repairable Inventory System," 1988. Dr. Chua is the Executive Vice President of the Juran Institute.
- Ph.D. Thesis Advisor, Sum Chee Chuong, "Lotsizing and Finite Scheduling Heuristics for Discrete Manufacturing," 1990. Professor Sum is a professor at the National University of Singapore.
- Ph.D. Coordinator, Operations Management Area, Management Science Department, 1987-1988.
- Ph.D. Coordinator, Operations and Management Sciences Department, 1988-1989.
- Ph.D. Thesis Advisor, Dyan L. Haugen, "Approaches for Scheduling Field Service Systems to Improve both Service Quality and Performance," 1993. Dr. Haugen is retired after having a stroke.
- Ph.D. Dissertation Committee Chair, Catherine Adamski, 1997.
- Ph.D. Dissertation Committee Chair, David Hollingworth, 1998.
- Ph.D. Dissertation Committee Chair, Sohel Ahmad, 1998.
- Ph.D. Thesis Advisor, Julie M. Hays, "The impact of service guarantees on service quality," 1999. Professor Hays was a very successful professor at St. Thomas University until her untimely death in 2008.
- Ph.D. Dissertation Committee Member, John Collins, Computer Science, 1998-2002.
- Ph.D. Dissertation Committee Member, Waressara Weerawat, Mechanical Engineering (Industrial Engineering), 2000-2001.
- Ph.D. oral exam committee and dissertation committee member, Maher Lahmar, Mechanical Engineering (Industrial Engineering), 2001-2003.
- Ph.D. Dissertation Committee Member, Mullika Naowaruttanavanit, WCFE/HRD Department (U. of M. St. Paul Campus), 2001-2002.
- Ph.D. Thesis Committee, Xiaowen Huang, 2002-2003. Professor Huang is a professor at the Miami University (Ohio).
- Ph.D. Thesis Co-Advisor, Annibal José Scavarda, Department of Industrial Engineering, PUC-Rio, Rio de Janeiro, Brazil, 2002-2004. Professor Scavarda is currently a professor in the UAE.

- Ph.D. Thesis Advisor, Weiyong Zhang, 2003-2006. Professor Zhang is currently an assistant professor at the Virginia Commonwealth University.
- Ph.D. Thesis Advisor, Brent Moritz, 2006-2010. Professor Moritz is now an assistant professor at Penn State University.
- Ph.D. Oral Exam Committee Chair, Hao-Wai Chen, 2010. Industrial and Systems Engineering, University of Minnesota.
- Ph.D. Co-Advisor, George Ball, 2010 – present.

Executive education

- Faculty member, Modern Technical Concepts. Taught seminars on simulation, optimization, and forecasting for Honeywell and CDC scientists and engineers, summer 1985.
- Faculty member, Northern Soils Institute (North Dakota State University), International Management Program, summer 1986 and 1987. Taught Brazilian and Syrian food processing factory executives.
- Faculty member, Wits Business School Executive Development Program, summers of 1991 and 1992. Taught a three-week executive program at the University of Witwatersrand in Johannesburg, South Africa to senior executives in southern Africa.
- Faculty member, Carlson School Management Executive Development Center programs (MEP, MMI, MBA Advantage Programs, Carlson Company ELP, and Supply Chain Management programs), 1991 to present. Developed an extensive survey to measure Operational Excellence to support the Carlson Executive Leadership Program.
- Faculty member, Institute for Management Development (IMD) in Lausanne Switzerland, August 1994 to August 1995. Taught in the Program for Executive Development, Managing R&D, Redefining Marketing Management, Managing Sales Relationships, Manufacturing Management, Joint Development Program, Orchestrating Winning Performance, Strategy in Action, KNP BT program, and Norsk Shell programs. Also taught the MBA core operations management course and an MBA service operations management elective.
- Distinguished Visiting Professor, National University of Singapore, August 1999. Mentored faculty, gave several research presentations, and presented a seminar to a large group of Singaporean executives.

Other teaching

- Graduate instructor, Krannert Graduate School, Purdue University, taught Statistics and Operations Management courses for undergraduate students, 1975-1976.
- Course Coordinator, Twin Cities APICS Chapter Inventory Planning Course, 1981. (Involved the creation of a series of courses offered for Twin Cities APICS members.)
- Instructor, Operations Information and Control Systems (P525), Indiana University, 1986.
- Instructor, Doctoral Seminar in Operations (P602), Indiana University, 1986.
- Volunteer Faculty member, LEAD (Leadership, Education and Development) Program for minority students, summer 1993 and summer 1994.

Teaching cases developed

*Cases Published in the **Field Service Management** book published by Professor Hill in 1992:*
- 3M Service Parts and Logistics Center.
- Digital Equipment Corporation, Strategy and Logistics.
- National Computer Systems (NCS).
- Norstan Communications, Technical Assistance Center.
- Whirlpool Corporation, Minneapolis Office.

Cases published by Professor Hill at IMD (available through the European Case Clearing House):
- POM 182 Radisson Slavjanskaya Hotel and Business Center (A) by Arthur V. Hill, Jan Kubes, and Tatianna Chameeva, 1996. This case has been used in many schools including Boston College, Cornell University, IMD, Indiana University, University of Minnesota, Rider College, Wake Forest University, University of California Berkeley, University of Guelph, and the University of Massachusetts.
- POM 182TN Teaching note for the Radisson Slavjanskaya Hotel and Business Center (A) (IMD publication).
- POM 182Video Video interview with John Norlander for the Radisson Slavjanskaya Hotel and Business Center (A) (IMD publication).

- POM 183 Radisson Slavjanskaya Hotel and Business Center (B) by Arthur V. Hill and Cecilia Bjorkegren, 1996.
- 696-007-0 The Radisson Slavjanskaya Hotel and Business Center (A) & (B) PowerPoint Presentation, 1996.
- GM 630 Overview of the European Hotel Industry – 1995 by Arthur V. Hill, Richard Goldthorpe, Jane Ho, and Robert Paquet, 1996.

Cases published as a part of the Customer-Driven Learning Organization Research Project:

- CDLO 47-01 Customer-Driven Learning at Imation Corporation.
- CDLO 47-02 Customer-Driven Learning at Carlson School of Management of the University of Minnesota.
- CDLO 47-03 Customer-Driven Learning at Diversified Pharmaceutical Services, Inc.
- CDLO 47-04 Customer-Driven Learning at Agribank, FCB.
- CDLO 47-05 Customer-Driven Learning at Norwest Bank.
- CDLO 47-06 Customer-Driven Learning at Radisson Hospitality Worldwide. (Reprinted in the text ***Operations Management Contemporary Concepts*** by Roger Schroeder, McGraw-Hill, Third Edition, 2007.)
- CDLO 47-07 Customer-Driven Learning at Arctic Cat.
- CDLO 47-08 Customer-Driven Learning at Minitex Library Information Network.

Other teaching cases published:

- CBP TC 45-01 IDS 1994 (Business Process Re-engineering) – This case was done as a live case via teleconference from Switzerland.
- CBP TC 46-01 The Field Service Division of Diversified Manufacturing, Inc. (DMI) – This case has been reprinted several times in the McGraw-Hill text *Operations Management* by Schroeder, Meyer-Goldstein, and Rungtusanatham.
- CBP TC 46-02 The Minnesota Pollution Control Agency – Twin Cities Area Emissions Testing Program (reprinted in a European casebook).
- CBP TC 46-03 Country of Music Retail Inventory Management.
- CBP TC 46-05 WESTEL Rádiótelefon Kft – US West starts a cell phone business in Hungary.
- CBP TC 46-06 Mass Customization: The Sticky Notes Story – A one-page case that stimulates good discussion around mass customization issues.
- CBP TC 46-07 Cereal Partners Worldwide: A General Mills-Nestlé Joint Venture – General Mills makes breakfast cereal in Europe).
- CBP TC 47-01 St. Martha's Hospital: Re-engineering the Medication Delivery System – Process mapping, error proofing, quality improvement, automation.
- CBP TC 47-02 The Copy Machine Problem: A Queuing Example – A very short one-page problem to illustrate the economics of queuing theory.
- CBP TC 47-03 The Toy Car Company: A Materials Requirements Planning Example (coauthored with Professor Kate McKone) – This case is an MRP planning exercise.
- CBP TC 47-04 Customer Support at StorageTek Network Systems Group – This case was written as part of a live case for the Carlson School MEP executive program.
- CBP TC 50-02 Supplier Development at Auditory Technology, Inc. – Supply chain management, purchasing, strategic sourcing, medical device firm context.
- CBP TC 51-01 Mycereal.com: Customized Breakfast Cereal by General Mills – Mass customization, internet strategy, CRM database, configurators.
- CBP TC 51-03 Mass Customizing AbleNet, Inc. – Mass customization, product design, postponement, customizing through service, helping handicapped children.
- CBP TC 51-05 Retail Inventory Management Systems at Musicland – Inventory planning systems, inventory management, inventory theory, e-commerce strategy, location strategy, and acquisition strategy).
- CBP TC 52-01 Mass Customization at Lego – Mass customization, organizational change, e-commerce. This case was written with Mark Hansen, the project manager for the successful mass customization project at Lego in Denmark.
- CBP TC 53-01 Lean Manufacturing at Phillips & Temro – Lean manufacturing, poke yoke, just-in-time manufacturing, OEE. This case was written with the PTI plant manager.
- CBP TC 53-02 The New Product Development Process at Medtronic – Design for Manufacturing, Product Teams, Gating process. This case was written with the Karen Maskell at Medtronic.
- CBP TC 53-03 Theory of Constraints at Mid-Continent Engineering – Theory of Constraints, Throughput Accounting, contribution accounting. This case was written with the Director of Manufacturing, General Sales Manager, and Owner.

- CBP TC 53-04 Lean Manufacturing at Guidant CRM-St. Paul 2003 – Lean thinking, 5S, TPM, new product development, production control, purchasing, cross training, job rotation. This case was written with Beth Bartell, an internal consultant at Guidant. This case is currently a proprietary case for internal use at Guidant.
- CBP TC 53-05 Franchise Operations at Great Clips – Service management, location, franchising, growth strategy, service quality. This case was developed for the 2003 Strategic Advantage executive program. The case was developed with the help of the Senior VP and VP of Operations.
- CBP TC 54-01 SimonDelivers.com – E-commerce, warehousing, customer service, startup strategy. This case was written with the help of the president, vice president of operations, and several other executives from the firm.
- CBP TC 55-01 Managing Field Inventories for Medical Devices – Medical device industry, managing slow moving inventories, newsvendor problem, safety stocks. This case is accompanied by a whitepaper entitled "Managing Slow Moving Inventories" and an Excel workbook slowmove.xls.
- CBP TC 55-03 The Service Guarantee at Entergy – Service guarantees, service quality. This case is accompanied by an interesting commercial created by the company.
- CBP TC 57-01 A Visit to the Clinic (A) – Identifying waste, process improvement, experience engineering.
- CBP TC 57-02 A Visit to the Clinic (B) – Lean practices, process improvement.
- CBP TC 57-03 The Operations Strategy Exercise – Operations strategy, core competence, infrastructure alignment.
- CBP TC 57-09 Injection Molding Inc. – Queuing theory inputs, approximate G/G/s queuing model, utilization, pooling.
- CBP TC 57-10 Error Proofing for the United States Air Force – Short case teaching different types of error proofing methods.
- CBP TC 57-11 Error Proofing for Walgreens – Short case teaching different types of error proofing methods.
- CBP TC 58-01 Forecasting for SPX OTC Service Solutions – Forecasting methods, Sales & Operations Planning, benefits of improving forecast accuracy, justification of investing in improving forecasting systems, problems with forecasting.
- CBP TC 58-02 Ship Hit Bridge – This short case is accompanied by an interesting video of a large ship smashing into a lift bridge on the St. Lawrence Seaway. The case is designed to help students learn how to create a causal map to identify the system of causes for a problem and then identify and prioritize the potential solutions for the problem.
- CPB TC 59-01 The 5S Intervention – Practical 5S experience. This short case is a homework assignment that helps students experience 5S and appreciate that it is much more than just cleaning.
- CPB TC 59-02 The Paperclip Production Game – This game that can be played in class to help students better understand anchoring, lotsizing, cycle time, push versus pull, early detection, cross-training, job enlargement and enrichment, bottlenecks, pacing work center, blocking, starving, non-value added work, postponement, and learning curve.
- CBP TC 59-03 The Pit Stop – This one-page case starts with an amazing video of a very fast (18 second) pit stop for a Formula 1 race car. The case emphasizes setup reduction concepts such as off-line setups and the use of setup teams. It also provides a good opportunity to develop a causal map for (1) a successful process and (2) to conduct risk mitigation.
- CBP TC 61-01 Improving the Customer Experience at Thomson Reuters – This case shares Bob Azman's dilemma of how to transform ten business units in the Profession Division of Thomson Reuters to improve the customer experience while reducing cost (or at least making the businesses more scalable). The case considers issues such as experience engineering and customer service metrics. (This case was written with Robert Azman, Senior Vice President, Thomson Reuters.)
- CBP TC 61-02 Strategic Process Improvement at ADC – This case shares David Choe's dilemma challenge of improving customer satisfaction in a business that had grown through acquisition. Challenges included poor on-time delivery performance, high product complexity, and too much inventory. (This case was written with David Choe, Director, Strategy, Tyco Electronics/ADC.)

Cases published through the Juran Center/OMS Department Six Sigma case writing initiative:

- CBP TC 51-04 Six Sigma at 3M (with coauthor Kevin Linderman) – Topics include organizational change, quality management program, corporate strategy. Reprinted several times in the McGraw-Hill text ***Operations Management Contemporary Concepts*** by Schroeder, Meyer-Goldstein, Rungtusanatham.
- CBP TC 52-01 Six Sigma at Luther Midelfort (by Michele St. Martin, Denise Parker, Kevin Linderman, and Arthur V. Hill) – Six Sigma implementation.
- CBP TC 52-02 Six Sigma at Mecotronic (by Santos Matos, Suri Tanzil, Kevin Linderman, and Arthur V. Hill) – Six Sigma implementation.
- CBP TC 52-03 Six Sigma at Carlson Companies (by Christopher Gustilo, Javier Ruiz, Kevin Linderman, and Arthur V. Hill) – Six Sigma implementation).
- CBP TC 54-02 Sustaining Six Sigma at 3M (with coauthor Kevin Linderman) – Organizational change, quality management program, corporate strategy.

Cases published through the Carlson Consulting Enterprise case writing initiative:

- CCE 52-01 PricewaterhouseCoopers Internet Portal
- CCE 52-02 Northwest Airline Cargo Revenue Leakage Project
- CCE 52-03 Carlson School Enterprise Infrastructure Project
- CCE 52-04 Guidant CRM Manufacturing Vision 2010

Games for teaching purposes

- CBP TC 46-04 The Functional Silo Game. – This case exercise was highlighted in a CNN segment in the summer of 1994 at the Carlson School. The theme of 20-minute CNN segment was how B-schools were striving to be less "silo" oriented and more integrated in their approach to business education.
- CBP TC 50-01 The ATI Supplier Negotiation Game (with Professor Pri Shah) – Purchasing context, negotiation training exercise.
- CIMS The Carlson Integrated Management Simulation – This simulation game for MBA students links many business functions, including marketing, finance, accounting, operations, IS, and HR. This game played a major role in the Carlson School full-time MBA program for many years and was a very successful contribution to our day MBA program.
- CBP EW 58-01 The Donut Shop Game – This is an Excel-based game to teach students about the discrete newsvendor problem, stockout costs, and reward systems. This case is accompanied by a whitepaper entitled "The Newsvendor Problem" and an Excel workbook, newsvendor.xls.
- CBP EW 58-02 The GatorDrink Game – This is an Excel-based game to teach students about the buying function, reorder points, lotsizes, and target inventories.
- CBP TC 57-06 Kaizen Toast Game – This is a game based on a video that teaches lean manufacturing. The students watch the video of man making toast for his wife and have to re-engineer the process.
- CBP TC 57-07 Lean Simulation Game – This is an adaptation of the classic lean simulation game (HP video, circa 1983) that teaches the benefits of small lotsizes and pulling rather than pushing. It also can be used to teach cellular manufacturing concepts.
- CBP TC 57-08 Ping Pong Shooter Game – This is a game designed to introduce students to Design of Experiments. The ping pong shooter game explores many of the same issues as the well-known catapult game. The major differences include: (1) simpler and cheaper to build, (2) a surprise ending for the students, and (3) more directed team-based learning by doing.
- CBP TC 57-09 The Minnesota Beer Game – This is the famous beer game, adapted to make the instructions easier for students to follow.

Educational software developed for students – These are Excel Workbooks and other computer programs developed for student use. Many of these are available on Professor Hill's course material websites. Most of these were published in Professor Hill's book ***Operations Management Whitepapers and Workbooks***.

ABC Classification Analysis (ABC classification analysis.xls), Aggregate Inventory Analysis (Aggregate inventory analysis.xls), The Adaptive Location/Allocation Optimization Tool (AL.xls), Audit Sampling (Audit sampling.xls), Bass Model (Bass model.xls), Check Digit (Check digit.xls), Commonality (Commonality.xls), Confidence Intervals (Confidence intervals.xls), Distributions (Distributions.xls), Dollar Unit Sampling (DUS.xls), Donut Shop Game (donut shop.xls), DuPont Analysis (Dupont.xls), Economic Lot Scheduling Problem (ELSP.xls), Economic Order Quantity (EOQ.xls), Empirical Probability Distributions with Theoretical Tails.xls, Failure Modes and Effects Analysis (FMEA.xls), Forecasting with Exponential Smoothing (Forecasting with exponential smoothing.xls), Hoshin Planning

with the X-Matrix (hoshin planning with the x-matrix.xls), GatorDrink Game (GatorDrink.xls), Gravity Model (Gravity.xls), Hoshin Planning with the X-Matrix (Hoshin Planning with the X-Matrix.xls), Learning Models (Learning models.xls), Lifetime Inventory Demand Analysis (LIDA.xls), Lotsizing (Lotsizing.xls), Multi-item Newsvendor Problem, Netsolver (Netsolver.xls), Newsvendor Model (Newsvendor.xls), Multidimensional Scaling in Two Dimensions (mds2d.xls), Order Cycle Service Level Tutorial (Order cycle service level tutorial.xls), Personal Operations Management (POM.xls), Price Optimization (Price optimization.xls), Price-Leadtime Elasticity of Demand (Price-leadtime elasticity of demand.xls), Project Management Hopper (Project Management Hopper.xls), Project Schedule Template (Project schedule template.xls), Queuing Models (Queuing Models.xls), Safety Stock (Safety stock.xls), Seasonal Factors (Seasonal factors.xls), Service Guarantee (Service guarantee.xls), Sigma Level (Sigma level.xls), Slow-Moving Inventory Model (Slowmove.xls), Smart Pull System (Smart pull system.xls), Staffit (Staffit.xls), Student Project Assignment Technique (SPAT.xls).

Whitepapers – These are tutorials developed for student use. Most of these are on Professor Hill's ***Operations Management Whitepapers and Workbooks CD*** and are available on the website www.ClamshellBeachPress.com. Most of these are updated at least once per year.

5S, A3 Problem Solving, ABC Classification Analysis, Aggregate Production Planning Problem, An Overview of the Minto Pyramid Principle, An Overview of Mapping Tools for Process Improvement, and Leading Practices, Audit Sampling, Benchmarking, Best Practices, Brainstorming with the Nominal Group Technique, Causal Mapping, Commonality, Control Plans, Dollar Unit Sampling, Drum-Buffer-Rope, Economic Lot Scheduling Problem, The Eight Wastes, Empirical Probability Distributions with Theoretical Tails, The Error Function, Error Proofing, Estimating Confidence Intervals and Required Sample Sizes, Estimating Carrying Cost**,** Estimating Ordering and Setup Costs, Forecast Error Metrics, Forecast Error Economics, Forecasting Demand Based on Price and Leadtime, Forecasting Lifetime Demand, Forecasting with Exponential Smoothing, Forecasting with the Theta Model, The Gamma Distribution, Hard Questions for Process Improvement Program Champions, How to Analyze a Case, How to Teach a Case, How to Create a Mission Statement, How to Facilitate a Causal Mapping Workshop, How to Reduce Setup Time and Cost, How to Select a Blackbelt, How to Write a Teaching Case, Inventory Management, Inventory Models with Poisson Distributed Demand, Inventory Turnover, Inventory is Evil, Learning Models, Location Theory, Lotsizing, Managing Slow-Moving Inventory, Mindmapping, Multi-Dimensional Scaling, Multi-item Resource Constrained Lotsizing Models, Multidimensional Scaling, Newton's Method, Outsourcing, Overall Equipment Effectiveness (OEE), Personal Operations Management, Price Optimization, Process Capability, Process Improvement Checklist, Process is Everything, Process Improvement Tools Self-Assessment Survey, Process Mapping, Project Charters for Process Improvement Programs, The Project Closing Process, Queuing Theory, Responsibility Charting with the RACI Chart, Safety Stock with Serially Correlated Demand, Sales & Operations Planning, Seasonal Buying, Service Level Metrics, Smart Pull System, Smart Goals, Sole Versus Single Versus Multiple Source of Supply, Stakeholder Analysis, Stand-up Meetings, Strategy Maps and Balanced Scorecards, Supplier Scorecards, The Newsvendor Problem, The Pay it Forward Series, The Hypergeometric Distribution, The Square Root Law for Warehouses, Theory of Constraints, Throughput Accounting, To Stock or Not to Stock: That is the Question, Traveling Salesperson Problem, Forecasting with Trend Lines, The Triangular Distribution, Value Stream Mapping, Vendor Managed Inventory, Yield Management.

Books

- Hill, Arthur V (1992). ***Field Service Management: An Integrated Approach to Increasing Customer Satisfaction***, Business One Irwin, Homewood, Illinois 1992. ISBN: 155623547X.
- Hill, Arthur V. (2007). ***The Encyclopedia of Operations Management – 2007 Edition***, Clamshell Beach Press. ISBN-13: 78-0-9793105-0-8. Available from www.ClamshellBeachPress.com.
- Hill, Arthur V. (2007). ***Operations Management Whitepapers and Workbooks CD – 2007 Edition***, Clamshell Beach Press. ISBN-13: 978-0-9793105-1-5. Available from www.ClamshellBeachPress.com.
- Hill, Arthur V. (2009). ***Operations Management Whitepapers and Workbooks CD – 2009 Edition***, Clamshell Beach Press. ISBN-13: 978-0-9793105-1-5. Available from www.ClamshellBeachPress.com.
- Hill, Arthur V. (2010). ***The Encyclopedia of Operations Management – 2010 Edition***, Clamshell Beach Press. ISBN-13: 978-0-9793105-2-2. Available from www.ClamshellBeachPress.com and Amazon.com.
- Hill, Arthur V. (2011). ***The Encyclopedia of Operations Management***, Financial Times Press. Available from www.Amazon.com and from www.BarnesAndNoble.com.
- Hill, Arthur V. (2012). ***Personal Operations Management – Lean Principles for Getting Good Things Done***, Clamshell Beach Press. ISBN-13: 978-0-9793105-4-6. Soon to be available from www.ClamshellBeachPress.com.

SERVICE

Editorial activities

- ***Decision Sciences***
  - Associate Editor, ***Decision Sciences***, December 1987-1993.
  - Editorial Review Board, ***Decision Sciences***, 2004-2005.
- ***Journal of Operations Management*** (The ***JOM*** is widely regarded as the leading academic journal in the field of operations management.)
  - Editorial Review Board, ***Journal of Operations Management***, 1988-1992.
  - Editor-in-Chief, ***Journal of Operations Management***, summer 1992-winter 1995 (with Professor Thomas R. Hoffmann, University of Minnesota).
  - Consulting Editor, ***Journal of Operations Management***, 1995-2002. This was an honorary position given to past editors of the ***JOM***.
  - Tutorial Editor, ***Journal of Operations Management***, winter 1995-winter 1997.
  - Associate Editor, ***Journal of Operations Management***, 2003-2005.
  - Editorial Advisory Board, ***Journal of Operations Management***, 2002-2010.
  - Editorial Review Board, ***Journal of Operations Management***, 2007-2010.
- ***Production and Inventory Management Journal*** (The Journal of the American Production and Inventory Control Society)
  - Editorial Review Board, ***Production and Inventory Management Journal*** (The Journal of the American Production and Inventory Control Society), January 1989-2004.
  - Editorial Review Board, ***Production and Inventory Management Journal*** (The Journal of the American Production and Inventory Control Society), April 2008-present.
- ***Production and Operations Management*** (The Journal of the Production and Operations Society)
  - Area Editor, January 1990-2005.
  - Editorial Review Board, 1990-2005.
  - Editorial Review Board, 2006-present.
- ***Technology and Operations Review***, Editorial Review Board, 1994-2000.
- ***Decision Line***, Feature Editor, Research Column, 1988-1990.

Reviewing activities

- *Ad hoc* reviewer for the ***Academy of Management Journal***, the ***Communications of the ACM***, the ***European Journal of Operational Research***, ***IIE Transactions***, and ***Management Science***.
- Discussant, national meetings of the Academy of Management, Institute of Industrial Engineers, INFORMS, and the Decision Sciences Institute.
- Reviewer, several National Science Foundation (NSF) proposals including the Science and Technology Agreement with the USSR.
- Judge, Decision Sciences Institute Stan Hardy Award (3 times), National Decision Sciences Institute Teaching Award (1 time), Twin Cities APICS Manuscript Award (1 time), POMS Teaching Award (3 times).

National offices held in professional organizations

- National Steering Committee and Founding Board Member, Operations Management Association, 1981.
- Committee member, Capacity Management Committee of the Curriculum and Certification Council (certification exam committee), American Production and Inventory Control Society (APICS), 1985-1989.
- Committee member, Requirements Planning Committee of the Curriculum and Certification Council (certification exam committee), American Production and Inventory Control Society (APICS), 1989-1990.
- Member, Development Committee for Excellence in the Decision Sciences, Decision Sciences Institute, April 1988-May 1990.
- Board of Directors, Production and Operations Management Society, 1990-1992.
- Constitution and Bylaws Committee, Production and Operations Management Society, 1990-1992.
- Nominating Committee for National Officers, Production and Operations Management Society, 1991.
- Committee member, CIRM Customers and Products Committee, APICS Curriculum and Certification Council, American Production and Inventory Control Society (APICS), January 1993-December 1995.
- Nominating Committee for National Officers, Decision Sciences Institute, 1994-1996.
- Vice President, Production Operations Management Society, April 2000-April 2003.
- Founding Board Member, Experience Management Institute, 2003.

- Member, Decision Sciences Institute Publications Committee, April 2003-March 2005.
- Founding Member and Steering Committee Member, LEAN – The Lean Education Academic Network. http://teachinglean.org, 2005-present.
- Founding Member, Behavioral Dynamics in Operations Management, http://www.fc.bus.emory.edu/~elliot_bendoly/ BDOM.htm, 2006.
- Vice President, Finance, Production Operations Management Society, spring 2007 to spring 2010. This position also entailed being a member of the Executive Committee for POMS.
- Board Member, The Lean Institute, Old Dominion University (2009-present).

National conference program chair/committee positions

- Program Co-chair, Institute of Industrial Engineers, Banking and Financial Services Division, 1980.
- Program Chair, Institute of Industrial Engineers, Banking and Financial Services Division, 1981.
- Program Co-chair, Operations Management Association National Conference, October 1986.
- Program Chair, Production/Operations Management Conference Track, Decision Sciences Institute National Conference, New Orleans, November 1989.
- Co-chair (with Gene Woolsey), Joseph Orlicky Award, Production and Operations Management Society, Washington, D.C., 1990 and 1991.
- National Program Committee Member, Production and Operations Management Society National Conference, New York, 1991.
- National Program Committee Member, Production and Operations Management Society, Orlando National Conference, 1992.
- Member, Organizing Committee, Symposium on Globalization of Operations Management, Georgetown University, May 1993.
- Advisory Board, Symposium on Emerging Paradigms in Globalizing Technology, Manufacturing, and Service Operations, Goldring Institute of International Business, A.B. Freeman School of Business, Tulane University, January, 1994.
- Co-chair, Contributed Papers, Production-Operations Management Society (POMS), Annual Meeting, Miami, Florida, 1997. (This position handled all of the papers for the conference.)
- National Program Co-chair, Lean Educator Conference, Minneapolis, MN, co-sponsored by MIT's LAI/EdNet, plus LEAN and LEI, and hosted by the Carlson School of Management OMS Department and the Juran Center for Leadership in Quality, May 2009. We had over 100 participants at the conference including faculty from Stanford, MIT, Michigan, Ohio State, and other universities.

Conference track and session chair leadership positions

- Committee member, Materials Requirements Planning Implementation Conference sponsored by the University of Minnesota and APICS, September 1978.
- Chair, Quality Control Session, Midwest American Institute of Decision Sciences Conference, Cincinnati, May 1978.
- Chair, Applications of Scheduling Session, Joint National ORSA/TIMS Conference, Milwaukee, October 1979.
- Chair, "New Concepts in Production Planning and Control" panel sessions, National Decision Sciences Institute Conference, Toronto, November 1984.
- Committee member, Twin Cities APICS Just-In-Time Conference, March 1984.
- Chair, "Operations Management Centers Panel," Decision Sciences Institute National Conference, Honolulu, Hawaii, November 1986.
- Chair, "Manufacturing Planning and Control," Decision Sciences Institute National Conference session, Boston, November 1987.
- Chair, "Manufacturing Flexibility and Strategy," Decision Sciences Institute National Conference session, Las Vegas, November 1988.
- Chair, "Research Directions for Manufacturing Planning and Control Systems," Decision Sciences Institute National Conference session, Las Vegas, November 1988.
- Chair, "Manufacturing Research Centers in Universities," TIMS/ORSA Conference, New York, October 1989.
- Chair, "Lot Sizing and Setup Reduction," National Decision Science Institute Meeting, San Diego, November 1990.
- Chair, "Production Line Buffers," National Decision Science Institute Meeting, Miami, November 1991.
- Moderator, Research Forum for Doctoral Students in Operations Management, National Decision Science Institute Meeting, Miami, November 1991.
- Track Chair, Strategic Management Track, Production and Operations Management Society National Conference, Orlando, 1992.

- Chair, "Kanban Production Systems," National Decision Science Institute Meeting, San Francisco, November 1992.
- Session chair, AMA/INFORMS Frontiers in Services Conference, Vanderbilt University, September 2000.
- Program track chair, service operations management, POMS National Meeting, Orlando, 2001.
- Program track chair, Innovations in Teaching, POMS National Meeting, San Francisco, April 2002.

International teaching and service activities

- Member, Board of Advisors, International Association of Students in Economics and Management (AIESEC), University of Minnesota, 1978-1981.
- Invited delegate, NSF sponsored US-USSR Science and Technology Working Group on the Application of Computers to Management, Austin, Texas, March 1979.
- Reviewer, NSF (National Science Foundation) proposal for the Science and Technology Agreement with the USSR, 1982.
- Nominee, Fulbright Senior Lecturing Award, Soviet National Institute for Management, USSR, 1981. (This program was canceled by the State Department after the nomination.)
- Instructor, International Management Program, International Management Program, NDSU, summer 1986 and 1987.
- Host, Professor Vincent Giard (University of Lyon) and his family from September to December 1987.
- Representative for the William C. Norris Institute in negotiations with the Moscow Institute of Management, Moscow, USSR, to help create the Soviet-American Management Institute (SAMAN), July and August 1989.
- Member, Founding Committee and Board of Directors, Global Manufacturing Research Group, 1990. (This is a group of researchers working together on the study of worldwide manufacturing practices.)
- Host for Professor Alexander Ardichvili from the Institute of World Economy and International Relations (Moscow, USSR) to work as a visiting professor in the Carlson School of Management from February to December 1991. Dr. Ardichvili eventually joined the Carlson School staff as the Co-Director of the Center for Entrepreneurial Studies and is now a professor at the University of Illinois (Urbana).
- Participated in the Global Manufacturing Research Group meeting in Budapest, Hungary. Involved factory tours, case preparation, and research presentations.
- Instructor, Operations Management course in the executive program at Wits Business School (The University of the Witwatersrand), a racially integrated business school in Johannesburg, South Africa, summers 1991 and 1992. Web page wits.ac.za.
- Faculty mentor, CEMBA trip to Hungary and Austria, summer 1992.
- Member, Symposium Organizing Committee, Symposium on Globalization of Operations Management, Georgetown University, May 1993.
- Advisory Board, Symposium on Emerging Paradigms in Globalizing Technology, Manufacturing, and Service Operations, Goldring Institute of International Business, A.B. Freeman School of Business, Tulane University, January, 1994.
- Member, International Graduate School of Management Program Committee, (joint Carlson School/German MBA program), 1993-1994.
- Visiting Professor, International Institute for Management Development (IMD), Lausanne, Switzerland, August 1994-July 1995. Webpage http://www.imd.ch. This is one of the top three business schools in Europe – probably the most expensive in the world.
- Host, Dr. Prabhu Guptara, Group Director, Organisational Learning & Transformation, Union Bank of Switzerland, October to December 1997. We co-taught the International Operations Management Course.
- Host, Professor Sum Chee-Chuong from the National University of Singapore, December 1997-June 1998.
- Instructor, International Operations Management course in the Carlson School for five years.
- Distinguished visiting professor, National University of Singapore, August 1999.
- Member of the MBA faculty, IBR Institute of International Business Relations GmbH, Neustadt/Wstr., Germany. This is a business school designed to bring management education to Eastern Europe and the republics of the former Soviet Union largely by means of distance education and computer-based training. The faculty for this school comes from the London Business School, INSEAD, and other outstanding European business schools. The webpage is http://www.ibr-network.de/about2.htm.
- Host and mentor for a doctoral student from Denmark – Mark Hansen, Center for Industrial Production, Aalborg University, Aalborg Denmark, December 2001-March 2002. Mr. Hansen is also the Director of Mass Customization for Lego.
- Host, mentor, and Ph.D. committee member for a doctoral student from Brazil – Annibal José Roris Rodriguez Scavarda do Carmo, Department of Industrial Engineering, Pontifícia Universidade Católica do Rio de Janeiro, May 2002-August 2003.

- Keynote address, "How to Manage Your Time," an address to about 200 Chinese students for the University of Minnesota Friends of China dinner, September 9, 2006
- Speaker, Renmin University, Beijing China. Gave several talks to students and faculty, December 2008.

Carlson School of Management and University of Minnesota service activities

- Member, many school, department, and university committees, including the University of Minnesota Library Committee, Recruiting, Educational Use of Microcomputers in Operations Management, Educational Use of Microcomputers in Decision Sciences, International Education, Classroom Facilities Planning, and others.
- Developer, Placement Center decision support system (SCAT) and MBA Project Team decision support system (SPAT).
- Member, Board of Directors, Operations Management Center, University of Minnesota School of Management, 1983-1987.
- Director, Operations Management Center, 1985-1986. Added five new sponsors to the Center.
- Member, Board of Advisors, International Association of Students in Economics and Management (AIESEC), 1978-1981.
- OMS Department Representative, Carlson School of Management Curriculum Committee, September 1988-September 1991. Chair, September 1990-September 1991.
- Chair, Operations and Management Science Department Recruiting Committee, 1990-1991.
- Panel Chair, "International Entrepreneurship in Eastern Europe and the USSR," Carlson School of Management Business Day Program, April 1991.
- Co-developer, "Entrepreneurship Project for the Carlson Executive MBA" (with Professors Hansen and Nantell).
- Member, search committee for the Donaldson Chair in Operations Management, 1991-1994. Co-chair, January 1993-1994.
- Member, MBA Program Task Force, 1991-1993.
- Member, MBA Functional Core Task Force, 1992-1994.
- Member, International Graduate School of Management Program Committee, 1993-1994.
- Member, MBA Oversight Committee, 1993-1994.
- Member, IMD World Competitiveness Report Review Committee, 1994-1995.
- Member, International Programs Development, small grant review committee, 1995.
- Chair, Operations and Management Science Department Recruiting Committee, 1995-1996.
- Member, Faculty Appointments and Promotion Committee (FAPC), OMS Department Representative, 1995-1998.
- Member, Minnesota Executive Program Oversight Committee, 1995-1997.
- Chair, Carlson School of Management Curriculum Committee, 1996.
- Chair, Review Committee for the Associate Dean, Carlson School of Management, 1996.
- Member, Dean's Advisory Committee (DAC), Carlson School of Management, fall 1996-spring 1998.
- OMS Department MBA coordinator, 1996-97. (Reconstituted Operations Management Club.)
- Member, MBA Oversight Committee, 1996-1998.
- Developer, Carlson Integrated Management Simulation (CIMS), 1997-2000. This is a computer game played by all day MBAs in the Carlson School during their first semester.
- Chair, Operations and Management Science Department Recruiting Committee, 1997-1998.
- Member, Operations and Management Science Department Recruiting Committee, 1998-1999.
- Director, OMS Department Advisory Board, 1998-2001.
- Chair, Operations and Management Science Department Recruiting Committee, 2000-2001.
- Member, Carlson School MBA Program Committee (formerly the Concentrations Committee), 2002-2004.
- Presented to the Carlson School Board of Overseers, April 12, 2002.
- Member, Finance Portfolio Committee, 2003-2004.
- Member, Office of Learning Excellence Steering Committee, Carlson School of Management, 2005-present.
- Chair, Carlson School of Management Curriculum Committee, 2005-2008.
- Member, CEMBA Curriculum Review Committee, 2005-2007.
- Led a workshop for the Office of Learning Excellence entitle "How to Teach with Cases," November 2005.
- Led a workshop for the Office of Learning Excellence entitled "How to Write Exams," February 8, 2006 (with help from Steve Huchendorf). Part of the video for this session can be found on the web at http://webpages.csom.umn.edu/streaming/MultipleChoice_files/Default.htm#nopreload=1.
- Director, Supply Chain & Operations Board of Advisors, 2002-present. This board consists of about 40 of the most senior operations and supply chain executives in the Twin Cities from top firms including 3M, SuperValu, Cargill, and Medtronic. We have two major meetings per year with senior executives, faculty, and students.

- Member, Strategic Sourcing Program Steering Committee, University of Minnesota, June 2009-present. This team seeks to leverage the University of Minnesota's $800 million external spend for external materials and services.
- Advisor to the Strategic Sourcing Program project team, June 2009-January 2010 working with the Associate Vice President in the Controller's Office at the University of Minnesota.
- Consultant/facilitator to the Institute for Engineering in Medicine, January 2010-May 2010 working to develop a new strategic plan for this unique institute that reports to both Academic Health Services and the Institute of Technology at the University of Minnesota.
- Initiated and led our first "Thought Leaders Workshop in Lean Leadership" on April 9, 2010, which was co-sponsored by the Joseph M. Juran Research Center and the Minnesota Council for Quality. This half-day workshop drew about 60 attendees, including the Vice Presidents and Directors of a number of large firms, including CH Robinson, Deluxe, Boston Scientific, Medtronic, Andersen, Cargill, Delta Airlines, and Best Buy.

Carlson Consulting Enterprise

- Founder and Director, Carlson Consulting Enterprise (formerly the Technology Solutions Enterprise), Carlson School of Management, January 2002-August 2004. This new program provided an experiential learning environment for day MBA students and builds the school's brand in the consulting arena.
- In the 2002-2003 school year, the program generated revenues of approximately $400,000.
- Clients included 3M, Cargill, Carlson Companies, Guidant, Medtronic, Donaldson, Ecolab, Marvin Windows, Northwest Airlines, Rimage, and several other firms.
- The Executive Advisory Board included vice presidents and partners from Best Buy, Cap Gemini Ernst & Young, Cargill, Carlson Companies, Deloitte, GE Fleet Services, IBM Global Services, Marvin Windows, Northwest Airlines, PricewaterhouseCoopers, PTRM, Fed Ex, Seagate, Walt Disney, and other leading firms.
- In 2010 provided weekly mentoring for a CCE team working at Deluxe Corporation.

Interviews/quotes and other media activity

- WCCO interview regarding the Executive MBA trip to Hungary and Austria, 1991.
- KUOM Radio interview, manufacturing in the Soviet Union, December 1991.
- ***Skyway News*** interview, manufacturing in the Soviet Union, December 1991.
- ***Minnesota Management Review*** interview, "Splicing U.S. and Soviet Manufacturing" (with Alexander Ardichvili), winter 1992.
- In the summer of 1994, CNN came to the Carlson School and highlighted a number of Carlson School faculty teaching the functional Silo Game case. Professor Hill wrote the case and was one of the professors shown in the CNN program. The theme of this 20-minute CNN segment was how B-schools were striving to be less "silo" oriented and more integrated in their approach to business education.
- ***St. Paul Pioneer Press*** interview and quote in "Through mycereal.com, General Mills can make cereal to your specifications - and do a little bit of marketing, too." January 20, 2001.
- Quoted in ***CityBusiness*** article, "Falling hardware prices spur spending," January 11, 2002.
- Quoted in an article about ERP systems in ***TechLink Magazine***, February 2002.
- Interviewed by Rita Maloney, KCCO-AM "Talking Business" (WCCO), June 13, 2002 regarding the new Carlson Consulting Enterprise.
- Featured with a picture on the front page of the Minnesota Daily (U of M student newspaper) on November 12, 2002. This story can be found at http://mndaily.com/new_site/article.php?id=4057&year=2002.
- Interviewed again by Rita Maloney, KCCO-AM "Talkin' Business" (WCCO), November 14, 2002 regarding the new Carlson Consulting Enterprise program
- The Carlson Consulting Enterprise was featured in an article on the front page of the business section of the ***Minneapolis Star-Tribune*** on November 22, 2002. The article was entitled "Learning by doing – The Carlson School's Consulting Enterprise gives students an edge in the job market" and is available through the http://www.startribune.com paid archives.
- Interviewed by Rondah Kinchlow of Kare11 (Channel 11, Twin Cities NBC affiliate) for a news piece on eBay pickup stores. This was aired twice on Sunday, October 24, 2004.
- Quoted in the ***St. Paul Pioneer Press*** article "Pawlenty takes on offices' inefficiencies," by Bill Salisbury, April 5, 2005.
- Quoted in the ***Minneapolis Star-Tribune*** article "Guidant luster still shines through the tarnish," by Dave Phelps, Business Section, November 12, 2005.
- Interviewed by WCCO-AM radio on the Guidant acquisition by Boston Scientific, April 21, 2006.

- Quoted in the ***St. Paul Pioneer Press*** article "Guidant's new alert probably not last – Boston Scientific reports 'deeper issues' it must fix at heart-device division," by Jim McCartney, June 27, 2006.
- Featured in an article in the Minnesota Daily on February 28, 2008 about the honor of the Carlson School being recognized as the number 3 research school in service operations management. This article can be found at http://www.mndaily.com/articles/2008/02/29/72165888.
- Featured in an article in the Minnesota Daily (student newspaper) regarding the acceptance of GRE scores for MBA students on October 4, 2011.
- Featured in the Minnesota Daily article entitled "Carlson adds new MBA admissions program for honors undergrads" on January 24, 2012.

Consulting

Professor Hill has provided operations management consulting, developed decision support software, and/or given speeches for many manufacturing, distribution, healthcare, banking, service, and government organizations. These include the 3M Abrasive Systems Division, 3M Automotive Aftermarket Division, 3M Global Supply Chain Solution Development, 3M Hardgoods and Equipment Support Division, 3M Tape Manufacturing Division, AbleNet, ADC, Allianz, APEX International, Bank One (Ohio), Best Buy, Bloomington Public Schools, Cargill, Carlson Hotels, Carlson Leisure Group, Ceridian, Chamilia, Inc., Chart Industries (Minnesota Valley Engineering), CH Robinson Worldwide, Cloverdale Foods (Mandan, ND), CoAmerica (Dallas, TX), Comserv, Cummins Engine (Power Generation Group), Dayton Hudson Corporation, Deluxe Corporation, Donaldson, E.A. Sween Company, Easter Seals/Goodwill, Ecolab, Entegris, Experience Engineering, FilmTec, First Atlanta, First Bank Systems, First Interstate, First of America (Detroit), First Maryland, Fisher Dynamics (Detroit), FMC Northern Ordinance Division, G&K Services, Gausman & Moore, General Mills Inc., GMAC RFC, GML, Goodrich, Goodwill/Easter Seals Minnesota, Grammer AG (Amberg, Germany), Guidant/CRM, H. Brooks and Company, Home Depot, Honeywell Home and Building Controls, Honeywell Underseas Division, Honeywell Lucifer (Geneva, Switzerland), Hubbard Milling Company, Imation, Indiana National Bank, Institute for Engineering in Medicine/University of Minnesota, Institute for Management Accounting (IMA), Kemps LLC, KNP BT/Buhrmann NV (Holland), Land O'Lakes, Lifetouch, Management Science America (MSA, North Carolina), Marigold Foods, MarketWatch, Maryland National Bank, Marvin Windows & Doors (Warroad, Minnesota), Medintell, Medtronic CRDM, Medtronic GBS, Michael Foods Inc., Minneapolis Parks Board, The Musicland Group (Sam Goody), Navarre Corporation, Nestlé HealthCare Nutrition, North Carolina National Bank, Northwest Airlines Cargo, Old Kent (Michigan), Park Nicollet Health Systems, Patterson Companies, Pillsbury-Green Giant, Prime Therapeutics LLC, Radisson Hospitality Worldwide, Saint Jude Medical CRM (Los Angeles), SeaFirst (Seattle), SPX (Owatonna Tool Company), Target Corporation, Thomson Reuters/FindLaw, Toro, Transoma Medical/Data Sciences, Inc., United Defense, University of Minnesota, Urban Sciences Applications, Inc. (Detroit), U.S. Bank, VHA-Upper Midwest, Watkins Products, William C. Norris Institute, and Winona Memorial Hospital (Indianapolis).

Community service

- Faculty Advisor, Truth in Business, Carlson School of Management club, 2003-present.
- Advisory Board, SF Foundation, Edina Minnesota, 1999-2001 (http://www.sf.org).
- Board Member, The MacLaurin Institute, University of Minnesota, 1999-2001 (http://www.maclaurin.org).
- Board Member, SWCHS, Chaska, Minnesota, 1999-2001.

ADMINISTRATION

Duties

- Started a half-time appointment as Associate Dean for MBA Programs and the Graduate Business Career Center on June 1, 2011 under Dean Alison Davis-Blake and then transitioned to Interim Dean Sri Zaheer in fall 2012.
- The Associate Dean is responsible for (1) setting the strategy for our three MBA programs (full time, part time, and executive), (2) ensuring quality delivery of the curriculum for the three MBA programs, (3) recruiting about 600 new MBA students each year, (4) providing student services (advising, clubs, events) to over 1600 MBA students, and (5) helping place about 140 graduate students (MBA, MAIR, MBT, and MAcc) each year.
- The Associate Dean for MBA oversees a staff of about 33 people in four areas – Admissions (recruiting, selection, and scholarships), Student Affairs (registration, advising, and students clubs), the Graduate Business Career Center (career coaching, corporate relations, career education, and employment tracking), and CEMBA (the Carlson Executive MBA program).

Accomplishments from June - December 2011 (with significant credit due to our MBA Program Office team)

Overall

- Improved the culture of our MBA office. With a staff of about 33 people, our team had been stressed by many involuntary departures and unhappy voluntary departures. We believe that we have improved this situation.
- Conducted successful searches for the Director of Admissions and about three other positions.
- Began a national search for a new Assistant Dean to replace long-time Assistant Dean Kathryn Carlson.
- Worked with others in the Dean's office to get flags in the atrium to signal that we are an international school.
- Re-envisioned our MFAC (MBA Faculty Committee) to provide more oversight for the quality of the MBA program and to develop a response to the AACSB AOL initiative.

Full Time MBA

- Increased tuition cap for FT MBA students.
- Changed policy to allow GRE to substitute for GMAT for dual degree applicants.
- Changed policy to accept GRE rather than just GMAT for FT and PT MBA for non-scholarship applicants.
- Initiated effort to get languages listed for all of our MBA students.
- Launched military initiative that included (1) starting MBA Military Club to help us attract more vets to our MBA program and support those who are in the program and (2) pursuing more military scholarships.
- Offered a broader set of options for dual degree students vis-à-vis global discovery.
- Developed a system to capture the "voice" of our MBA students with a question "willingness to recommend" survey conducted twice every semester for both FT and PT MBA students.
- Worked with the president of Polaris to create a 3-day live case experience for first year MBA students. This was a huge success by all accounts.
- Helped create and launch our new "MBA in Two" to attract high-potential (honors) graduating seniors to sign up for deferred admission into our FT MBA program.
- Implemented a social media strategy with student ambassadors for FT MBA.
- Initiated a yield management project to try to be more strategic about scholarships.
- Initiated an admissions analytics project to develop analytical models to better screen applicants.
- Created a much more constructive relationship with the MBA Association leadership team.

Part Time MBA

- Liberalized waivers for PT MBA students.
- Changed policy to accept GRE rather than just GMAT for FT and PT MBA for non-scholarship applicants.
- Worked with the Leadership Advisory Board (LAB) to develop an extensive survey of PT MBA students regarding on-line courses and many other pressing issues.
- Started to develop our optional PT MBA cohort strategy.

CEMBA

- Restarted our CEMBA Winter Event and had a great turnout with over 200 alums, current students, faculty, and guests attending.
- Started to develop a CEMBA Ambassadors Board of alums to provide advice, build community, and support communications.

GBCC

- The Carlson School FT MBA was ranked as #1 by Business Week in placement in 2011. We are trying to leverage this national ranking in our promotional materials.
- Achieved over 70% job offers (compared to 38.5% last year) for FT MBA Class of 2012.
- Increased engagement by 17.6% of overall student population for PT MBA.
- Expanded Career Advancement Seminar for PT MBA students.
- Added 13 new on-campus recruiters in 2011 (we now manage over 100 recruiting relationships).
- Evaluated and committed to new MBA Focus information system for the GBCC. This system will allow us to receive information on job opportunities from many major employers around the world.