

# **DR. ALAN G. ROBINSON**

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**July 1, 2020**

- RESEARCH INTERESTS:** Managing ideas, creativity and innovation, continuous improvement, lean and high-performing organizations.
- EDUCATION:** Ph.D. in Mathematical Sciences, May 1986; The Johns Hopkins University, Baltimore, Maryland.
- M.S.E. in Mathematical Sciences, The Johns Hopkins University, Baltimore, Maryland June 1983;
- B.A./M.A. (Honours) in Mathematics, June 1980; Cambridge University, Cambridge, England.
- HONORS AND AWARDS:** My 2014 book *The Idea-Driven Organization* was named the best book on Management and Leadership in 2014 by *USA Book News*, was featured as a leadership book in The Washington Post, and won the 2014 Beverly Hills Book Award in the General Business category.
- My 2010 book *Små Ideér – Stora Resultat* (Small Ideas – Big Results), won the SIS Writers Award for the best book published in 2010 by the Swedish Standards Institute.
- My 2004 book *Ideas Are Free* (co-authored with Prof. Dean Schroeder) was named one of the thirty best business books of 2004 by Soundview Executive Books. In 2006, Prime Minister Thaksin of Thailand recommended the book to his cabinet, and wrote the foreword for the Thai edition.
- My 2003 book *Vos Idées Changent Tout* (co-authored with Prof. Isaac Getz) was one of three finalists for the Best HR Manpower prize in 2003, a prize given by one of France's leading business magazines for the best business book of the year.
- My 1998 book *Corporate Creativity* (co-authored with Prof. Sam Stern) was named "Book of the Year" by the Academy of Human Resource Management,

was a main selection of the Executive Program Book Club, and was a finalist for the 1998 Financial Times/Booz Allen & Hamilton Global Best Business Book Award.

Appointed to the Board of Examiners of the Malcolm Baldrige National Quality Award in 1992. Was awarded a certificate by the Rt. Hon. Barbara Franklin, U.S. Secretary of Commerce, in January, 1993 "for outstanding service to the Nation as a member of the 1992 Malcolm Baldrige National Quality Award Board of Examiners".

Listed in the *International Who's Who in Quality*.

Awarded second place in the research category of the 1990 Shingo prizes for Excellence in Manufacturing, and third place in 1991. This is a national prize for work in the area of *kaizen* and lean production. I have served numerous times on the Board of Examiners for the Shingo Prizes.

1991 Everdell Award from the American Production and Inventory Control Society (APICS) for the best paper of the year in *Production and Inventory Management Journal*.

Have twice been cited by APICS for "outstanding efforts and continued contribution to the advancement and ideals of the Society".

Associate Editor, *International Journal on Multidisciplinary Approaches to Innovation*.

Editorial Review Board of *The International Journal of Productivity and Quality Management*. Have also served on the Editorial Review Boards of *Production and Operations Management* and the *Quality Management Journal*.

Finalist for University Distinguished Teaching Award, 2006.

In 2006, was voted the Excellence in Teaching award by the Graduate Business Association (for best professor in second year of UMass MBA program).

Howard Hughes Doctoral Fellowship awarded 1984, and re-awarded 1985.

Johns Hopkins University Fellowship.

Lazard Scholarship, Cambridge University.

Full Blue, Cambridge University.

Eli Lilly Fellow, 1991-1992.

Isenberg School Outstanding Teacher Award, 1996 and 2018.

TEACHING  
EXPERIENCE:

Have taught more than 150 courses, including some online, on various topics: managing creativity and innovation, operations management, Six Sigma, quality management, ISO 9000, lean production, mathematical programming, and management science at the undergraduate, MBA, Executive MBA, and Ph.D. levels, here at the University of Massachusetts and at business schools in five foreign countries: St. Petersburg University (Russia), The Athens Laboratory of Business Administration (Greece), Jagiellonian University (Crakow, Poland), University of Porto (Portugal) and Tianjin University (China).

Have taught more than 300 executive seminars for top and middle management in government, private-sector and not-for-profit organizations of all sizes in twenty five countries.

Have taught two television courses on managing creativity, one for EXEN, the executive training network, the other for PBS–The Business Channel.

OTHER:

Am fluent in French, having spent a total of two years living and working in France.

Am an Instrument Rated pilot, and PADI-certified Rescue Diver and Master Scuba Diver.

## BOOKS

1. *The Idea-Driven Organization: Unlocking the Power in Bottom-up Ideas* (co-authored with Prof. Dean Schroeder of Valparaiso University), Berrett-Koehler, April 2014. This book is the sequel to *Ideas Are Free*, and is the result of more than five years of further research in an entirely new set of organizations. It too, has had quite a bit of attention from the media, and business and other business authors. For example, according to *New York Times* best-selling business author Marshall Goldsmith, “The Idea-Driven Organization is so reasonable that the magnitude of its change message is easy to miss. The richness of the examples from all over the world make it fun to read and the authors convincingly demonstrate the power of incorporating front-line line thinking into your organization.” *Idea-Driven Organization* was named the best book in 2014 on Management and Leadership by *USA Book News*, was featured as a leadership book in The Washington Post, and won the Beverly Hills Book Award in the General Business category.
2. *Små Ideér – Stora Resultat* (Small Ideas – Big Results) (co-authored with Louise Oestberg and Dean Schroeder), SIS Förlag, Sweden, 2010. This book was the result of a study of creativity

and idea management in twenty-five Swedish companies, and won the SIS Writers Award for the best book published in 2010 by the Swedish Standards Institute.

3. *Ideas Are Free* (co-authored with Prof. Dean Schroeder of Valparaiso University), Berrett-Koehler, April 2004. Numerous articles have been written about this book in the national business media in the last few months, including significant articles in *Fortune*, *The Washington Post*, *Harvard Management Update*, *HR Magazine*, *The San Francisco Chronicle*, *Entrepreneur, Inc.*, *The Chicago Tribune*, *American Way*, *Fast Company*, *The American Bar Association* journal, *Investor's Business Daily*, the *American Management Association's Executive Newsletter*, and articles in syndicated columns throughout the United States. It has received uniformly positive reviews, including one from Paul Tulenko, syndicated small business columnist for Scripps-Howard, who wrote, "I rate this book 5 1/2 stars, a first in this category. It's that powerful. (Only the Bible and the Constitution receive 6 stars.)" *Ideas Are Free* was named one of the thirty best business books of 2004 by Soundview Executive Books, and Reader's Choice in June 2004 by *Fast Company* magazine. It has been featured on some forty radio shows around the country (some syndicated nationally), and among other things was featured on ABC World News and CNN. In 2006, Prime Minister Thaksin of Thailand recommended the book to his cabinet, and wrote the foreword for the Thai edition. *Ideas Are Free* has been translated into eight languages, and is now in its fourth printing, not including a special edition produced by Collins Books in Asia.
4. *Vos Idées Changent Tout*, (co-authored with Prof. Isaac Getz of the Ecole Supérieure de Commerce in Paris), Editions d'Organization, 2002. This book was based on a study of some 20 French, Belgian, Italian, German and British companies. It was one of three finalists for the Best HR Manpower prize in 2003, a prize given by one of France's leading business magazines for the best business book of the year. It has a prologue by Didier Leroy, Vice-President of Toyota Manufacturing in France.
5. *Innovations-POWER*, (co-authored with Prof. Isaac Getz), a German adaptation of *Vos Idées Changent Tout*, Hanser, 2004. The book is revised to address a German audience, and includes new German cases. In his preface to this book, Heinrich von Pierer, President and CEO of Siemens AG, called it "an important book on a topic that is fundamental to every business".
6. *De innovatiekracht van Ideeen*, (co-authored with Prof. Isaac Getz), a Dutch adaptation of *Vos Idées Changent Tout*, Kluwer, 2004. As with *Innovations-POWER*, the book is revised to address a Dutch audience, and includes new Dutch cases.
7. *Tus ideas lo cambian todo: El secreto del éxito sostenible*, a Spanish adaptation of *Vos Idées Changent Tout*, Ra-Ma Empresa, 2004. The book is revised to address a Spanish audience and includes new Spanish cases.
8. *Le vostre idee cambieranno tutto!*, Il Sole 24 Ore, Milan 2005 (co-authored with Professor Isaac Getz of the Ecole Supérieure de Commerce de Paris), an Italian adaptation of our book. The book incorporates new Italian cases, and is revised to address an Italian audience. In October, 2005, some 12,000 copies were distributed free to everyone who receives or buys the

newspaper *Il Sole 24 Ore* (the Italian equivalent of the Financial Times) in the Northeastern part of Italy. This (unusual) operation was paid for by the government of this region.

9. *Corporate Creativity: How Innovation and Improvement Actually Happen*, Berrett-Koehler, 1997 (co-authored with Prof. Sam Stern of Oregon State University). This book has been translated into thirteen foreign languages, was named “Book of the Year” by the Academy of Human Resource Management, was a finalist for the 1998 Financial Times/Booz Allen & Hamilton Global Best Business Book Award, was an Amazon.com Business and Investment Editor’s Pick, and was a main selection of the Executive Program Book Club.
10. *Continuous Improvement in Operations: A Systematic Approach to Waste Reduction*, Productivity Press, 1991. This is a compilation of my writings, those of Shigeo Shingo, Taiichi Ohno, consultants from the Japan Management Association (JMA) and others.
11. *Modern Approaches to Manufacturing Management*, Productivity Press, 1990, editor-in-chief. This book is an edited collection of the writings of Dr. Shigeo Shingo (the co-developer of the Toyota Production System), which he wanted to do in order to make his thinking more accessible to Westerners. To the best of my knowledge, this book is the only one that Shingo ever published with a foreigner. Adopted in some 56 business schools in the United States, it has been translated into Spanish.

## ARTICLES AND PAPERS

1. “How leaders can create policies that actually work” (joint with Dean Schroeder) *Journal of Government Financial Management*, **66**, no. 4, 2017, 36-41.
2. “Solving the unsolvable: How to address complex politically-charged transorganizational problems. (joint with Dean Schroeder), *Organizational Dynamics*, **46**, no. 4, 2017, 212-219.
3. “A New Paradigm in Government Purchasing: Highways England and its Continuously Improving Supply Chain” (joint with Dean Schroeder) *Journal of Government Financial Management*, **65**, no. 3, 2016, 38-44.
4. “Employee engagement that works: Continuous improvement in New Brunswick” (joint with Dean Schroeder). (This article was reprinted in its entirety from the article we wrote in *Journal of Government Financial Management*, listed below.) *The Financial Management Institute of Canada/Institut de la Gestion Financiere du Canada E-Journal*.
5. “Employee engagement that works: Continuous Improvement in New Brunswick” (joint with Dean Schroeder), *Journal of Government Financial Management*, **64**, no. 3, Fall 2015, 18-23.

6. “Continuous improvement in Vietnam: Unique approaches for a unique culture” (joint with Phuong Anh Nguyen), *Journal of Asia Business Studies*, **9**, no. 2, November 2014, 195-211.
7. “Green is Free: Creating Sustainable Competitive Advantage Through Green Excellence” (joint with Dean Schroeder), **Organizational Dynamics**, **39**, 2010, no. 4, 345-352, **2011**.
8. “Managing Continuous Improvement In Vietnam: Unique Challenges and Approaches To Overcome Them” (joint with Phuong Anh Nguyen), **Quality Management Journal**, **17**, 2010 no. 2, 23-41.
9. “The Role of Front-Line Ideas in Lean Performance Improvement” (joint with Dean Schroeder), **Quality Management Journal**, **16**, 2009, no. 4, 27-40.
10. “Greener and Cheaper” (joint with Dean Schroeder), *The Wall Street Journal*, March 23, 2009.
11. “Employee Ideas: Your Company’s Competitive Advantage”, **Family Business**, 2006 (Summer), 45-48 (Joint with Dean Schroeder).
12. “Employee Ideas: The Secret to Becoming Truly Lean”, **APICS - The Performance Advantage**, 2005, 14, no. 10, November/December, pp. 20-24. (Joint with Dean Schroeder.)
13. “Ideas Are Free.” This article has been widely reprinted around the country in publications for different business audiences such as **The Daily Breeze**, **New Business Today**, **Projects@Work**, **HR.com**, and **BusinessKnowHow.com**. These publications have a combined circulation (and click rate if online) of 620,000. (Joint with Dean Schroeder.)
14. “Ideas Are Free, But The Payoff Can Be Huge”, **Silicon Valley Biz Ink**, 4, No. 25, (2004) p. 17. (Joint with Dean Schroeder.)
15. “The Power of Small Ideas”. This article has been widely reprinted around the country in publications for different business audiences such as the **Innovative Leader**, **New Business Today**, **HR.com**, and **BusinessKnowHow.com**. These publications have a combined circulation (and click rate if online) of 297,000. (Joint with Dean Schroeder.)
16. “Small Ideas, Big Payoffs”. This article has been widely reprinted around the country in publications for different business audiences such as **Industrial Management**, **Perdido**, **The Daily Breeze**, **New Business Today**, **Projects@Work**, **HR.com** and **BusinessKnowHow.com**, and **The Ohio Manufacturer and Contractor**, **The Kentucky Manufacturer and Contractor**, and **The Indiana Manufacturer and Contractor**. These publications have a combined circulation (and click rate if online) of 320,000. (Joint with Dean Schroeder.)

17. “Creating an idea factory”, **Meetings and Conventions**, “Your Career” section, August, 2004. (Joint with Dean Schroeder.)
18. “Employee Ideas – A Key Leverage Point For The HR Professional”, **People and Productivity**, 83, June 2004, pp. 1-12. (Joint with Dean Schroeder.)
19. “Ideas Are Free – But only if you know how to get them”, **Ideas And Inspirations**, July 2004, pp. 1-4. (Joint with Dean Schroeder.)
20. “Innovate or Die: Is That A Fact?”, **Creativity and Innovation Management**, 12, No. 3, 2003, 130-136. (Joint with Isaac Getz).
21. “Le credo de l’innovation: Evitez ses effets pervers [The innovation mantra: How to avoid its negative effects], *L’Expansion Management Review*, **106**, September, pp. 82-89.
22. “Three Simple Principles That Dramatically Boost Corporate Creativity”, **National Productivity Review**, 17, No. 1, 1998, 73-82. (Joint with S. Stern.)
23. “How Corporate Creativity Really Happens”, **Perspectives on Business and Global Change**, Volume 12, No. 1, 1998, 73-82. (Joint with Sam Stern.)
24. “Hidden Origins of Creative Acts”, **At Work**, 6, No. 4, July/August 1997, pp. 8-11. (Joint with S. Stern.)
25. “Foretagskreativitet – inte vad du forvantar dig”, (Translation from the Swedish: “Corporate Creativity – it is about the unexpected”) **Forrslags Bulletin**, 2, 1997, 28-31. (Joint with Sam Stern.) “Corporate Creativity: It’s Not What You Expect”, **Innovative Leader**, 6, No. 10, pp. 1-5.
26. "Jinteki Shigen Kaihatsu Senryaku no Kokkateki Tenkai -- Nihon no MTP Kara Manabu Koto I", (Japanese for “A National Initiative for an HRD Strategy -- Learning from MTP of Japan I”), first of a series of three feature articles, **Sangyo Kunren** ("Industrial Training"), 42, No. 491, August, 1996, 36-44. (Joint with S. Stern.)
27. "Jinteki Shigen Kaihatsu Senryaku no Kokkateki Tenkai -- Nihon no MTP Kara Manabu Koto II", feature article, **Sangyo Kunren**, 42, No. 492, September, 1996, 40-47. (Joint with S. Stern.)
28. "Jinteki Shigen Kaihatsu Senryaku no Kokkateki Tenkai -- Nihon no MTP Kara Manabu Koto III", feature article, **Sangyo Kunren**, 42, No. 493, October 1996, 34-39. (Joint with S. Stern.)
29. "Jinteki Shigen Kaihatsu Senryaku no Kokkateki Tenkai -- Nihon no MTP Kara Manabu Koto I", (Japanese for “A National Initiative for an HRD Strategy -- Learning from MTP of Japan I”), first of two feature articles, **Kigyo to Jinzai** ("Enterprises and Human Resources"), 29, No. 664, 42-49. (Joint with S. Stern.)

30. "Jinteki Shigen Kaihatsu Senryaku no Kokkateki Tenkai -- Nihon no MTP Kara Manabu Koto II", feature article, **Kigyo to Jinzai**, **29**, No. 665, 67-71. (Joint with S. Stern.)
31. "Continuous Improvement Programs: The Most Successful U.S. Export to Japan", **Plant Management** (a Greek journal), March 1995, pp. 42-51. (This was an adaptation of an earlier article I wrote in *Sloan Management Review*.)
32. "How to Increase Productivity in Your Company", **Agora**, April 13, 1995, pp. 94-101. This article was based on my speech to the Federation of Greek Industries at the 1995 Greek National Quality Award ceremony.
33. "Leadership as a Decisive Factor in TQM", **Information Review**, April 1995, pp. 164-167. This article too was based on my speech to the Federation of Greek Industries at the 1995 Greek National Quality Award ceremony.
34. "Strategic National HRD Initiatives: Lessons from the Management Training Program of Japan". Appeared as the feature article in **Human Resource Development Quarterly**, **6**, No. 2, Summer 1995, 123-147. (With Professor S. Stern as second author.)
35. "On the Tabletop Improvement Experiments of Japan", **Production and Operations Management**, **3**, No. 3, Summer 1994, 201-216. (Joint with Professor Margaret M. Robinson.)
36. "Continuous Improvement: Lessons from the Life and Death of the Soviet Rationalization Proposal System: 1919-1993", **Proceedings of the 1994 Academy of Management Conference**, 180-184. This paper was also awarded the John F. Mee Award for Best Paper in the Management History Division. (Joint with L. Randall and A. Tolstoya.)
37. "Simultaneous Improvements in Cost, Quality, Delivery and Flexibility", in *Handbook for Productivity Measurement and Improvement*, edited by William F. Christopher and Carl G. Thor, Productivity Press, Cambridge, Massachusetts, 1993.
38. "The Isolation Game for Regular Graphs", **Discrete Mathematics**, **112**, 1993, 173-184. (With Professor Alan J. Goldman as second author.)
39. "Training, Continuous Improvement, and Human Relations: The U.S. TWI Programs and the Japanese Management Style", **California Management Review**, **35**, 1993, No. 2, 35-57. (With Professor Dean M. Schroeder as second author.)
40. "Algorithms for Quadratic Constrained Matrix Problems", **Mathematical and Computer Modelling**, **16**, No. 5, 1992, 53-65. (Joint with Professor Anna B. Nagurney.)
41. "On the Continuous Quadratic Knapsack Problem", **Mathematical Programming**, **55**, 1992, 99-108. (With graduate students Ning Jiang and Catherine S. Lerme as second and third author respectively.)

42. "Detecting and Eliminating Invisible Waste", **Production and Inventory Management Journal**, **33**, No. 4, 1992, 37-42. (Joint with Professor Dean M. Schroeder.) This paper won the third place prize in the academic category of the 1991 Shingo prizes.
43. "DCM-Toyota Ltd. of India", **Case Research Journal**, **12**, 1992, 87-106. (Madhav B. Shriram is first author, I share the second authorship with Professor Dean M. Schroeder.) This case has also been reprinted in two management textbooks: *Strategic Management: Concepts and Cases*, by A. Thompson and A.J. Strickland, seventh and eighth editions, Irwin, New York, 1993 and 1995. In the ninth edition (1997), it is listed as a "classic case" and included in supplementary materials. The second textbook where it has been reprinted is *Strategic Management: Concepts and Applications*, by S. Certo and J. Peter, Third Edition, McGraw-Hill, New York, 1993.
44. "Watashi ga Mita Soren no Managemento: Soren no Sangyo Kai no Genjo to Kanosei" ("The Future Might be Bright: Some Impressions of Soviet Management"), **Sangyo Kunren**, **1**, 1992, 22-33.
45. "America's Most Successful Export to Japan: The Continuous Improvement Program", **Sloan Management Review**, **32**, no. 3, Spring 1991, 67-81. (Joint with Professor Dean M. Schroeder.)
46. "On Ringeisen's Isolation Game II", **Discrete Mathematics**, **90**, 1991, 153-167. (With Professor Alan J. Goldman as second author.)
47. "The Limited Role of Statistical Quality Control in a Zero Defect Environment", **Production and Inventory Management Journal**, **31**, no. 3, 1991, 60-65. (Joint with Professor Dean M. Schroeder.) This paper won second place in the academic category of the 1990 Shingo prizes. It also won the Everdell Award from the American Production and Inventory Control Society for the best paper published in this journal in a year. It will be reprinted in the book *Excellence, Quality, and Productivity: The Baldrige, NASA, and Shingo Awards*, Ross E. Robson (editor), Productivity Press, Portland, Oregon.
48. "TWI Tono Deai to Watashi no Shimei" ("How I encountered TWI and my mission"), **Sangyo Kunren**, **5**, 1991, 28-37.
49. "On Ringeisen's Isolation Game", **Discrete Mathematics**, **80**, 1990, 297-312. (With Professor Alan J. Goldman as second author.)
50. "Serial and Parallel Equilibration of Large-Scale Constrained Matrix Problems with Application to the Social Sciences", **The International Journal of Supercomputer Applications**, Spring 1990, 49-71. (With Professor Anna B. Nagurney as first author, and Dae-Shik Kim as joint second author with me.)
51. "On The Set Coincidence Game", **Discrete Mathematics**, **84**, 1990, 261-283. (With Professor Alan J. Goldman as second author.)

52. "Bei Koku Kaiei Gakusha Kara no Tegami: Tono Deai to Watashi no Shimei" ("Letter from an American Professor: How I Encountered the Management Training Program and my Mission"), special article, **Sangyo Kunren** ("Industrial Training", a Japanese journal), **11**, 1990, 8-15.
53. "The Set Coincidence Game: Complexity, Attainability and Symmetric Strategies", **Journal of Computer and System Sciences**, **39**, 1989, 376-387. (With Professor Alan J. Goldman as second author.)
54. "Eliminating Invisible Waste in Manufacturing", **Journal of Applied Manufacturing Systems**, **2**, 1989, 23-32. (Joint with Professor Dean M. Schroeder.)
55. "Equilibration Operators for the Solution of Constrained Matrix Problems", in *Algorithms and Model Formulations in Mathematical Programming*, edited by Stein Wallace, Springer-Verlag, Berlin, 1987, pp. 165-166. (Joint with Professor Anna B. Nagurney.)

### SELECTED ORGANIZATIONS I HAVE HELPED

The Federal Reserve Bank	Lucent Technologies
Labatt	Volkswagen
Alcan	Good Shepherd Services
VCI	Standard and Poors
Medical Mutual Liability of Maryland	Hardigg Industries
Blue Shield of California	Medtronics
Jen-Coat	Northrop-Grumman
The Applied Physics Laboratory	Heineken
Bemis	Millitech
Sverdlov Machine Tool (in Russia)	Leninets (in Russia)
R.R. Donnelly	Hios Bank (in Greece)
Macedonia-Thrace Bank	United Engineers
Pyosa (the Mexican chemical company)	Fanuc (the Japanese robotics company)
Defense Finance and Accounting Service	Catamount
U.N. Industrial Development Organization (UNIDO)	Nippon Sangyo Kunren Kyokai (Japan Industrial Training Association)
Panafon (the Greek wireless company)	CSX Corporation
Wawel Chocolates	Toyota
Bose	Cliftex
Leninets (one of the largest companies in Russia)	Makepeace (the world's second largest cranberry producer)
UBS	The Washington Post
National Rural Electric Cooperative Association	NBTY

Cadence Inc.	Maine CDC
IKEA	VCI
Forest Laboratories	Wyeth
Torstar	Mass Mutual
Kolektor	Trimo
Brookhaven National Laboratory	Altana
Kraft	General Electric
Conair (Cuisinart)	Croscill
Allianz	Liberty Mutual
NTUC (Singapore)	Health New England
Raytheon	Foster
Interprint	Schneider Electric
Big Y Supermarkets	FPT (Vietnam)
UMass Memorial Healthcare	Cleveland Clinic
MGruppen	Jobs for the Future (JFF)
Aon Hewitt	Hussey Seating
Allstate Materials Group	USP
Smith and Wesson	Karl Storz
ServiceNet	Liturgical Publications Inc.(LPI)
Baptist Memorial Hospital	Lead University, Costa Rica
Massachusetts Manufacturing Extension Partnership (MEP)	Cornell Cookson
Hobson and Motzer	Novaland (#1 real estate co. in Vietnam)

## **SERVICE**

**ADMINISTRATIVE:** Served as Associate Dean of the Full-Time MBA program at the Isenberg School from September 1, 2010 to August 31, 2013.

**COMMITTEES:** Department Personnel Committee, 1987-1991, 1992-2005 (except for sabbatical leaves), and 2012-present. I was chair for a number of those years.

Chair, Search Committee for new statistics lecturer, 2019.

Department Chair Search Committee, 1988.

School Reorganization Committee, 1994.

School Scholarship Committee, 1995, 1996 and 1998 to 2009.

Isenberg Chair Search Committee, 1999 – 2001. I chaired this committee in 2001.

Isenberg School Personnel Committee, 2008-2010. I chaired it for two years.

**OUTSIDE  
SERVICE:**

I served for five years on the Advisory Network of the Mathematical Sciences Department at the Johns Hopkins University.

Appointed to the Board of Examiners of the Malcolm Baldrige National Quality Award in 1992. Was awarded a certificate by the Rt. Hon. Barbara Franklin, U.S. Secretary of Commerce, in January, 1993 "for outstanding service to the Nation as a member of the 1992 Malcolm Baldrige National Quality Award Board of Examiners".

Have also served frequently, and continue to occasionally serve, on the Board of Examiners of the Shingo Prizes, both national and regional.

I helped the Fashion Institute of Technology in New York City set up its Center for Innovation Management, and taught several seminars there as a master instructor.

I also helped the Slovenian Center for Business Excellence develop an Innovation track to help Slovenian government and business.

I have served on the Editorial Boards or as Associate Editor for a number of academic journals over the years.

**CLUB  
ADVISOR:**

Served as faculty advisor to the UMass student chapter of the American Production and Inventory Control Society (APICS) for fifteen years. I organized and led numerous multi-day bus field trips companies of interest. We have been to Tennessee, Ohio, Maryland, Pennsylvania, Montreal, Toronto and Quebec, and visited companies such as Lincoln Electric, Honda, U.S. Steel, GM, Black and Decker, Rothmans, Daishowa, Pratt and Whitney, Bombardier, Toyota, Bethlehem Steel, Labatts, The Canadian Post Office (main Toronto sorting facility), Allied-Signal and Pompeian Olive Oil. I also hosted speakers, and helped students through APICS CPIM exams ("Certified in Production and Inventory Management"). With my assistance and encouragement, a great many school of management undergraduates passed the CPIM examinations before graduation.

I serve as faculty advisor to both the Undergraduate and MBA Consulting Clubs.

**LOCAL:**

Was responsible for instigating, designing, and implementing a formal collaboration between the University of Massachusetts and the British Standards Institution (BSI) in 1992 that "jump-started" 35 local companies in the ISO 9000 series of quality management standards, and led to some 25 of

then being certified. The program brought some \$300,000 into the University, and gave regular summer money and the chance for four other faculty to learn about (and get consulting experience in) ISO 9000. It covered administrative overhead, and gave summer jobs to some 30 SOM students, jobs that were valuable experience for them. In several cases, timely ISO 9000 certification directly saved companies from being cut off by major customers, and having to lay off significant numbers of employees.