

James R. Freeland

Sponsors Chair and Professor of Business Administration
Darden Graduate School of Business Administration
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EDUCATION	Georgia Institute of Technology Industrial and Systems Engineering Master of Science in Industrial and Systems Engineering and Ph.D.	1968-73
	Bradley University Industrial Engineering Bachelor of Science in Industrial Engineering	1964-68
ADMINISTRATIVE ACTIVITIES	Senior Associate Dean for Faculty Manage operational aspects of the School's Faculty (100 plus faculty including 70 plus tenured and tenure-track) including recruiting of tenure-track and part-time faculty, faculty development, teaching assignments, research, and administrative assignments, appointments/promotions, and appraisal. Responsible for school's institutes and centers and the doctoral program	1993-2012
	Chair of Promotions Committee Developed and implemented new system for tenure and promotion.	1991-1993
	Operations Area Coordinator	1983-1993
	Chair of Second-Year Electives Committee	1988-1992
	Director of Doctoral Program	1981-1984
	Other Darden Appointments Committee (1989-Present), Darden Peer Review Committee (2013-Present), Chair of Darden Search for Executive Director of the Batten Institute (2007), UVA Search Committee for VP of HR (2006), UVA Task Force on Criminal Investigation (2006-2007), Darden Search Committee for Dean (1993, 1998, 2001), Representative to UVA Faculty Senate (1992-1995), UVA Provost's Search Committee (1991), UVA Provost's Tenure Review Committee (1991-1992), First Year Operations Management Course Head (1983-1986, 2007-2008), Chair of Darden School Computer Resources Committee (1981-1983)	

UNIVERSITY TEACHING EXPERIENCE	University of Virginia 1979-Present Darden Graduate School of Business Administration Sponsors Chair, Professor, Associate Professor Taught required courses in operations management (MBA and EMBA Programs) and quantitative methods; elective courses on manufacturing planning and control, and management of service operations; doctoral course on mathematical models in production and inventory systems
	Stanford University 1973-79 Graduate School of Business Associate, Assistant Professor Taught decision analysis, optimization, operations management and resource allocation in decentralized organizations
	Industrial Engineering and Engineering Management 1973-79 Affiliate Member
	Georgia Institute of Technology 1971-73 Industrial and Systems Engineering Instructor Taught operations research, probability and statistics, engineering economics, and quality control
EXECUTIVE EDUCATION	University of Virginia 1979-Present Darden Graduate School of Business Administration Taught in various general management programs and more specialized programs dealing with the Operations function in manufacturing and services, inventory, decision analysis and engineering management on an open subscription basis and for single companies and consortiums of companies
	Dartmouth College 1980-1992 Tuck Graduate School of Business Administration
	Stanford University Industrial Engineering Program on Effective Management of Operations
	IBM 1984-1992 Distribution Masters Class, Manufacturing Management, and Inventory Management
	Other Special programs in manufacturing management, decision analysis, forecasting, quantitative methods and MRP for many organizations

CONSULTING	Independent Consultant	1979-Present
	Projects dealing with production and inventory systems for several divisions of Babcock and Wilcox, Micro-Data Systems, Bryan Foods, CIBA Corning, and Sprout Bauer	
	Book Reviewer	1982-Present
	Book reviews in management science, operations management, and computers for John Wiley, Mayfield Publishing, McGraw Hill and Richard D. Irwin	
	Pittiglio, Rabin, Todd and McGrath (Palo Alto, Ca.)	1977-1979
	Projects involving technical issues in production and inventory systems for several companies in the electronics and semi-conductor industries	
	Kurt Salmon Associates (Atlanta, Ga.)	1969
	Implementation of an inventory control system at a textile mill and a study of product mix decisions in a carpet mill	

PUBLICATIONS

Book	Aggregate Production Planning , co-authored with Robert D. Landel, Reston Publishing Company, Reston, Virginia, 1984.
Peer Reviewed Articles	<i>Structuring Information Flow to Enhance Innovation</i> co-authored with Norman R. Baker, Management Science , (September, 1972).
	<i>A Note on a Resource Directive Algorithm for Allocation of Resources in a Decentralized Organization</i> , Decisions Sciences , (January, 1975).
	<i>Recent Advances in R & D Benefit Measurement and Project Selection Methods</i> , co-authored with Norman R. Baker, Management Science , (June, 1975).
	<i>Goal Partitioning in a Hierarchical Organization</i> , co-authored with Norman R. Baker, Omega , (December, 1975).
	<i>A Note on Goal Decomposition in a Decentralized Organization</i> , Management Science , (September, 1976).
	<i>Implications of Resource Directive Allocation Models for Organizational Design</i> , co-authored with Jeffrey H. Moore, Management Science , (June, 1977).
	<i>Analysis of Linear Programming Formulations for the Capital Rationing Problem</i> , co-authored with Meir J. Rosenblatt, Engineering Economist , (Fall, 1978).
	<i>Allocation of Managerial Effort: An Investigation of the Relationship between Decision Strategies, Environment and Performance</i> , co-authored with Charles B. Stabell, Behavioral Science , (July, 1978).
<i>Forecasting by Smoothed Regression: Development and an Application to Predicting Customers' Utility Bills</i> , co-authored with Charles P. Bonini, special issue of Management Science on Forecasting, (1979).	

A Forecasting Model for Hotel Occupancy Rates, **Proceedings on Western Regional Meeting of American Institute of Decision Sciences**, Reno, (March, 1979).

Heuristic Algorithms for Capital Budgeting Decisions in Multi-Division Firms, co-authored with Meir J. Rosenblatt, **Decision Sciences**, (January, 1980).

Evaluating the Effectiveness of a New Method for Computing Approximately Optimal (s,S) Inventory Policies, co-authored with Evan L. Porteus, **Operations Research**, (March-April, 1980).

Coordination Strategies for Production and Marketing in a Functionally Decentralized Firm, **AIIE Transactions**, (June, 1980).

S-Shaped Response Functions: Implications for Decision Models, co-authored with Charles Weinberg, **Journal of Operational Research Society**, (November, 1980),

Production Operations Management: Agenda for the 80's, with Jeffrey G. Miller, Margaret B.W. Graham, et al, **Decision Sciences**, (September, 1981).

Using Probabilistic Information in Solving Resource Allocation Problems for a Decentralized Firm, co-authored with Gerhard Schiefer, **International Journal of Policy Analysis and Information Systems**, (December, 1981).

A Simple Heuristic for Lot Sizing in a Time Phased Reorder System, co-authored with John L. Colley, Jr., **Production and Inventory Management**, (December, 1981).

Do You Really Need a Personal Computer, **Business Horizons**, (January, 1983).

A Comparison of Multilevel Distribution Systems Control
co-authored with Rob Dixon, a chapter in Volume 5: **Distribution Management of Computers in Management**, Auerbach Publishers, Inc., Pennsauken, New Jersey 1983.

A Note on Discount Rates in Linear Programming, co-authored with Meir J. Rosenblatt, **The Engineering Economist**, (Winter, 1985).

A Simulation of Techniques for Forecasting Shipments Using Firm Orders to Date, co-authored with Sam Bodily, **Journal of Operational Research Quarterly**, (1988).

MBA Training in Operations Management and Quantitative Methods, co-authored with Robert L. Carraway, **Interfaces**, (July-August, 1989).

Solving Spreadsheet-Based Integer Programming Models: An Example from International Communications, co-authored with Robert L. Carraway and J. Michael Cummins, **Decision Sciences**, (Fall, 1990).

Guidelines for Setup-Cost Reduction Programs to Achieve Zero Inventory, co-authored with John Leschke and Elliott Weiss, **Journal of Operations Management**, (January, 1991).

A Survey of JIT Purchasing Practices in the U.S., **Production and Inventory Management**, (1991).

Recent Progress in Modeling R&D Project-Selection Processes, co-authored with Robert L. Schmidt, **IEEE Transactions on Engineering Management**, (May 1992)

Class Scheduling to Maximize Participant Satisfaction, co-authored with Scott E. Sampson and Elliott N. Weiss, **Interfaces**, (May-June 1995).

A Model for Determining Retail Product Category Assortment and Shelf Space Allocation, co-authored with Norm Borin and Paul Farris, **Decision Sciences**, Vol. 25, No. 3 (1995).

Book Chapters

“An Essay to the Festschrift in Honor of Patricia Werhane,” co-authored with Ed Freeman and Andy Wicks, *The Moral Imagination of Patricia Werhane*, Springer, to be published in 2018.

Time Series Methods for Short and Medium Term Planning, a chapter in **The Handbook of Forecasting - A Manager's Guide**, Spyros Makridakis and Steven C. Wheelwright, eds., John Wiley & Sons, 1982.

Solution of Stochastic Capital Budgeting Problems in a Multi-Division Firm, co-authored with Gerhard Schiefer, **Advances in Mathematical Programming and Financial Planning**, JAI Press, Greenwich, Connecticut, 1987.

Fundamentals of Just-In-Time, **Computers in Manufacturing/Manufacturing Resource Planning**, Auerbach Publishers, Inc., Pennsauken, New Jersey, (September, 1986); also appeared as *Just-in-Time: An Evolving Concept* in **Handbook of Manufacturing Automation and Integration**, Auerbach Publishing, Inc., (1989).

Other Publications

Teaching and Learning with Cases, **Proceedings of the APICS Academic Workshop**, IBM, Poughkeepsie, (July, 1980).

Microcomputer Models for Operations Management, co-authored with Lee Schwarz, 1986.

The Relative Efficiency of Satellites and Fiber-Optic Cables in Multipoint Networks, co-authored with Robert L. Carraway and J. Michael Cummins, **Space Communications and Broadcasting**, (1989).

TEACHING MATERIALS DEVELOPED (partial list)

Case Studies

Zappos: Scheduling the Customer Loyalty Team (UVA-OM-1532)

Demand Force: Pursuing Entrepreneurial Dreams, UVA-ENT-0198, with Ed Hess (scaling of a successful business model to reach a much higher revenue goal)

Bose Corporation: JIT II[®], UVA-OM-0720, with Rhonda Kidwell (extensions of just-in-time purchasing concepts)

Centel of Virginia, UVA-OM-0296, with George Beam (implementation of quality circles, published in **Cases in Production/Operation Management** by Roger W. Schmenner, SRA, 1986 and in **Managing Services** by Christopher H. Lovelock, Prentice-Hall, (1988).

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Disney Theme Parks: Mickey Goes to China?, UVA-OM-0898 (decision of whether to locate a new theme park in Hong Kong and if so, what to pay attention to in developing)

FBP Inc., UVA-OM-0702, (economic and strategic evaluation of a new computer-controlled technology), published in **Case Studies in Finance** by Robert F. Bruner, Irwin, Second Edition, (1994).

Is Dell's Business Model Broken, UVA-OM-1416 (analysis of what has made Dell so successful in the past and what changes could be made in their business model)

PPG Industries: Statistical Quality Control, UVA-OM-0612 (application of statistical control charts), published in **The Management and Control of Quality** by James R. Evans, West Publishing, (1989).

United States Postal Service: Quality Initiative, UVA-OM-0717 (design and implementation of a total quality management system), published in **Case Studies in Service Operations** by John L. Colley, Wadsworth Publishing, (1996).

Technical Notes

Numerous technical notes and computer programs have been written for the Darden School case series. These notes are used in the required operations management and quantitative methods courses and in an elective course in operations management and another elective, Economic Inequality and Social Mobility

PREVIOUS ACADEMIC ACTIVITIES

Area Coordinator for Decision Sciences Field at Stanford Graduate School of Business (1975-1977)

Advisor Ph.D. Dissertation for Meir J. Rosenblatt, Industrial Engineering Department, Stanford University, *Capital Budgeting in Multi-Division Firms*. Meir was a Professor at Israel Institute of Technology and the Thomas C. Whitmarsh Professor at Olin College of Business at Washington University.

Advisor Ph.D. Dissertation for Robert L. Schmidt, Darden Graduate School of Business Administration, University of Virginia, *Models and Algorithms for Project Selection in the Presence of Interactions*. Bob was at the University of Southern California.

Member of numerous Ph.D. Dissertation Committees in the Darden School and in Systems Engineering at UVA.

PROFESSIONAL SOCIETY ACTIVITIES

Membership in: POMS, and INFORMS

Editorial Boards for **Manufacturing and Service Operations Management** (1998-2008), **Journal of Manufacturing and Services Operations Management** (1997-2008), **International Journal of Production Economics: Manufacturing Systems, Strategy and Design** (1993-2008), Editorial Board, **International Journal of Production Economics** (2008-Present)

Editorial Advisory Board of the **Journal of Operations Management** (1993-2008)

Vice President-Member Activities, **Production and Operations Management Society** (1998-2001)

Editorial Board of **Academy of Management Journal** (1986-1990)

Editorial Board of **Journal of Manufacturing and Operations Management** (1986-1992)

Session Chairman at many national meetings of the Decision Sciences Institute and INFORMS (1977-2010)

Associate Editor of **Management Science** (1980-1986)

Ad Hoc Reviewer for: **Academy of Management Review, Decision Sciences, Engineering Economist, Journal of Academy of Management, Management Science, Journal of Operations Management, Operations Research, Production and Operations Management**, and National Science Foundation Proposals
Book Reviewer for **Interfaces, IE Transactions** and **IE Journal**

HONORS AND AWARDS

National Defense and Education Graduate Fellowship (1968-1971)
AIE Outstanding Student Award at Bradley University (1968)
Who's Who Among Students in American Universities (1967 and 1968)
Alpha Pi Mu (National Industrial Engineering Honorary)
Omicron Delta Kappa (National Leadership Honorary)
Selected to participate in A Study Tour to Japan, sponsored by AACSB and the Keizai Koho Center (June 1998)
Transformational Faculty Award from EMBA Class of 2017
Recipient with Ed Freeman of Aspen Institute's 2017 Ideas Worth Teaching Award for our course, Economic Inequality and Social Mobility.

OTHER

Volunteer assistant baseball coach, Western Albemarle High School (1988 – Present)
Winning Team Member in Arizona Men's Senior Baseball World Series MSBL Tournament, 2000 (50+ Division)
Winning Team Member in Florida Men's Senior Baseball Fall Classic MSBL Tournament, 2005 (48+ Division)
Tae Kwon Do (Black Belt)
Crozet Sharks Baseball Board (2005 – 2012)