

# Jennifer A. Farris, Ph.D.

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Assistant Professor  
Industrial Engineering  
Texas Tech University, Lubbock, TX 79409-3061  
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## EDUCATION

### Virginia Polytechnic Institute & State University, Blacksburg, VA, 2001–2006

Ph.D. in Industrial and Systems Engineering, 2006

Dissertation Title: “An Empirical Investigation of Kaizen Event Effectiveness: Outcomes and Critical Success Factors”  
(Advisor: Dr. Eileen M. Van Aken).

M.S. in Industrial and Systems Engineering, 2005

### University of Arkansas, Fayetteville, AR, 1997– 2001

B.S. in Industrial Engineering, *Summa Cum Laude, First Rank Senior Scholar*

## PROFESSIONAL CERTIFICATIONS

*Engineer- in-Training:* State of Arkansas

## RESEARCH EXPERIENCE

*Assistant Professor:* Department of Industrial Engineering, Texas Tech University, Lubbock, TX, August 2007 - Present

*Postdoctoral Research:* Grado Department of Industrial and Systems Engineering, Virginia Tech, 2007

- Funded as part of three-year National Science Foundation (NSF) project conducted jointly by Virginia Tech (VT) and Oregon State University (OSU) on Kaizen events (DMI 0451512).

*Doctoral Research:* Grado Department of Industrial and Systems Engineering, Virginia Tech, 2005–2006

(Research Advisor: Dr. Eileen M. Van Aken).

- Funded as part of three-year National Science Foundation (NSF) project conducted jointly by Virginia Tech (VT) and Oregon State University (OSU) on Kaizen events (DMI 0451512).

*Graduate Research:* Grado Department of Industrial and Systems Engineering, Virginia Tech, 2002–2006

(Research Advisor: Dr. Eileen M. Van Aken).

- Participated in numerous funded research projects in the Enterprise Engineering Research Lab, including participating in research proposal writing, participating in budget preparation, developing non-disclosure agreements and receiving security clearances, scoping and framing the research work, collecting and analyzing data, and generating and disseminating research findings.

*Undergraduate Research:* Industrial Engineering Department, University of Arkansas, 1999–2001

(Research Advisors: Dr. Steven Johnson and Dr. Scott Mason).

- Worked fulltime at Department of Defense facility (Pine Bluff Arsenal, PBA, in Pine Bluff, Arkansas) during summer 1999 and 2000 as onsite researcher for University of Arkansas research contracts.
- Research content areas:
  - Investigation of root causes of welding and assembly defects in large filter production line at PBA.
  - Determination of work standards for multiple product lines, and simulation of one major product line to test proposed changes to staffing and task assignment at PBA.
  - Application of genetic algorithms to semiconductor scheduling to extend previous work by Dr. Scott Mason.

## RESEARCH INTERESTS

- Improving organizational reliability to High Reliability Organization (HRO) levels through:
  - Performance measurement and organizational assessment
  - Healthcare systems engineering
  - Process improvement tools and methodologies.
  - Improvement of the performance of engineering design teams

## FUNDED RESEARCH PROJECTS

### Proposals Pending

Year	Title of Research Grant or Contract	Granting Agency	Total Amount (\$) and Status	Principle Investigator and Co-Principle Investigator in order	Percent Contribution
Summer 2012	CAREER: Social Determinants of Innovation in Student Engineering Design Teams	National Science Foundation	\$400,060	<u>Jennifer A. Farris</u>	100%

### Grants Active or Completed

Year	Title of Research Grant or Contract	Granting Agency	Total Amount (\$) and Status	Principle Investigator and Co-Principle Investigator in order	Percent Contribution
Summer 2011 (08/11 – 10/12)	B&W Pantex Site-Wide Safety Culture Survey	B&W Pantex, LLC (DOE Contractor for Pantex Plant)	\$192,013, Active	<u>Jennifer A. Farris</u> , Timothy I. Matis, Patrick E. Patterson	40%
Summer 2011 (06/11 – 08/12)	Impact of Computerized Physician Order Entry on Workflow and Employee Roles in Inpatient Units	Medical Center Hospital (Ector County Hospital District)	\$48,746, Active	<u>Jennifer A. Farris</u> , Timothy I. Matis	50%
Spring 2011 (02/10 – 08/11)	0-6661 Strategic Research Program Development	Texas Department of Transportation	\$150,000, Completed	<u>Theodore G. Cleaveland</u> , Phillip T. Nash, Moon-Cheol Won (Jennifer A. Farris funded as senior personnel, one month summer salary in 2011)	Senior personnel, 50% contribution to one of two final project deliverables
Fall 2010 (10/10 – 09/11)	Center for Engineering Logistics and Distribution: Human Interactions in Logistics System	National Science Foundation	\$50,000, Completed	<u>Timothy I. Matis</u> , Jennifer A. Farris,	50%
Fall 2010 (09/10-06/11)	Patient Discharge Process Improvement Project Phase 3: Pathways to Target Discharge Times	Medical Center Hospital (Ector County Hospital District)	\$37,558, Completed	<u>Jennifer A. Farris</u> , Timothy I. Matis	50%
Spring 2010 (01/10 – 08/10)	CELDi: Assessing and Improving the Safety Culture at the Pantex Plant	B&W Pantex, LLC (DOE Contractor for Pantex Plant)	\$102,764, Completed	<u>Jennifer A. Farris</u> , Timothy I. Matis, Patrick E. Patterson	34%
Spring 2010 (01/10 – 05/10)	CELDi: Patient Discharge Process Improvement Project: Phase 2 (January 1, 2010 – May 31, 2010)	Medical Center Hospital (Ector County Hospital District)	\$19,203, Completed	<u>Jennifer A. Farris</u> , Timothy I. Matis, Iris V. Rivero	34%
Spring 2009 (03/09-06/09)	Patient Discharge Process Improvement Project: Phase One (March 2009 – June 2009)	Medical Center Hospital (Ector County Hospital District)	\$16,139, Completed	<u>Jennifer A. Farris</u> , Iris V. Rivero, Timothy I. Matis, Ismael R. de Farias	25%
Fall 2008 (10/08 – 08/09)	Development of a Project Management Option for the M.S. in Systems and Engineering Management	TTU Distance Education Enrollment Enhancement Fund	\$18,000, Completed	<u>Milton Smith</u> , Jennifer A. Farris, James Simonton	33% (internal competition, no ORS routing)

Fall 2008 (08/08-12/08)	Investigating the Effectiveness of Lean Manufacturing Techniques in a Healthcare Organization	Simple Health Systems	\$11,952, Completed	<u>Jennifer A. Farris</u>	100%
Summer 2008 (05/08-08/08)	Implementation of Lean in Cotton Processing	TTU College of Engineering Summer RA Award Competition (for Naveen Rathi and Nikhil Inanjai)	\$6,000, Completed	<u>Jennifer A. Farris</u>	100% (internal competition, no ORS routing)

### REFEREED JOURNAL PUBLICATIONS (\*\* = student)

Glover, W.\*\*, Liu, W.\*\*, Farris, J., and Van Aken, E.M., (accepted). Characteristics of Established Kaizen Event Programs: An Empirical Study, *International Journal of Operations and Production Management*, in press, accepted June 2012.

Martinez Leon, H.C.\*\*, Temblador, C., Farris, J., and Beruvides, M.G., (2012). Integrating Six Sigma Tools using Team Learning Processes, *International Journal of Lean Six Sigma*, 3(2), pp. 133-156.

Glover, W.\*\*, Farris, J., Van Aken, E.M., and Doolen, T.L., (2011). Critical Success Factors for the Sustainability of Kaizen Event Human Resource Outcomes: An Empirical Study, *International Journal of Production Economics*, 132(2), pp. 197-213.

Martinez Leon, H.C.\*\* and Farris, J., (2011). Lean Product Development Research: Current State and Future Directions, *Engineering Management Journal*, 23(1), pp. 29-51.

Farris, J., Van Aken, E.M., Letens G., Chearskul, P.\*\* and Coleman, G.D., (2011). Improving the Performance Review Process: A Structured Approach and Case Application, *International Journal of Operations and Production Management*, 31(4), pp. 376-404.

Letens G., Farris, J., and Van Aken, E.M., (2011). A Multilevel Framework for Lean Product Development System Design, *Engineering Management Journal*, 23(1), pp. 69-85.

Farris, J., Matis, T., McAllister, M., Snider, A. (2010). Applying Healthcare Systems Engineering Methods to the Patient Discharge Process, *International Journal of Collaborative Enterprise, Special Issue on: "Healthcare Systems Engineering,"* 1(3/4), pp. 293-315.

Van Aken, E.M., Farris, J., Letens G., and Glover, W.\*\*, (2010). A Framework for Designing, Managing and Improving Kaizen Event Programs, *International Journal of Productivity & Performance Management*, 59(7), pp. 641-667.

Farris, J., Van Aken, E.M., Doolen, T.L., and Worley, J. (2009). Critical Success Factors for Human Resource Outcomes in Kaizen Events: An Empirical Study, *International Journal of Production Economics*, 117(1), pp. 42-65.

Doolen, T.L., Van Aken, E.M., Farris, J., Worley, J., and Huwe, J. (2008). Kaizen Events and Organizational Performance: A Field Study, *International Journal of Productivity & Performance Management*, 57(8), pp. 637-658.

Farris, J., Van Aken, E.M., Doolen, T. L., and Worley, J. (2008). Learning from Less Successful Kaizen Events: A Case Study, *Engineering Management Journal*, 20(3), pp. 10-20. ). Ted Eschenbach Best EMJ Journal Paper Award.

Farris, J., Letens, G., Van Aken, E.M., Ellis, K., and Boyland, J. (2007). A Structured Approach for Assessing the Effectiveness of Engineering Design Tools in New Product Development, *Engineering Management Journal*, 19(2), pp. 31-39.

Farris, J., Groesbeck, R.L., Van Aken, E.M., and Letens, G. (2006). Evaluating the Relative Performance of Engineering Design Projects: A Case Study Using Data Envelopment Analysis, *IEEE Transactions on Engineering Management*, 53(3), pp. 471-482.

Van Aken, E.M., Letens, G., Coleman, G.D., Farris, J., and Van Goubergen, D. (2005). Assessing Maturity and Effectiveness of Enterprise Performance Measurement Systems, *International Journal of Productivity and Performance Management*, 54(5/6), pp. 400-418.

Mason, S.J., Ribera, P.M., Farris, J., and Kirk, R.G. (2003). Integrating the Warehouse and Transportation Functions of the Supply Chain, *Transportation Research Part E*, 39(2), pp. 141-159.

## **BOOK CHAPTERS**

Farris, J., Van Aken, E.M., and Letens, G. (accepted). Organizational Performance Measurement, *Engineering Measurements Encyclopedia*, M. Kutz, Ed., John Wiley & Sons, Inc., Hoboken, NJ, in press, accepted August 2011.

## **PAPERS SUBMITTED/UNDER REVIEW (\*\* = student)**

Glover, W.\*\*, Farris, J., and Van Aken, E.M. (submitted). Designing Rapid Improvement Projects to Support Continuous Improvement: An Empirical Investigation of the Impact of Kaizen Events Post-Implementation, submitted to *Journal of Operations Management*, August 18, 2012.

Martinez Leon, H.C.\*\*, Farris, J., and Letens, G. (submitted). Improving Product Development Performance through Iteration Front-Loading, submitted to *IEEE Transactions on Engineering Management*, July 21, 2012.

Glover, W.\*\*, Farris, J., Van Aken, E.M. and Doolen, T.L. (submitted). Kaizen Event Result Sustainability for Lean Enterprise Transformation, submitted to *Journal of Enterprise Transformation*, July 1, 2012.

Martinez Leon, H.C.\*\*, Farris, J., Hernandez, A., and Letens, G., (submitted). A Framework for Improved Management of New Product Development Projects Featuring Uncertain Iterations, submitted to *Journal of Engineering and Technology Management*, May 2012.

## **WORKING PAPERS (preparing for submission/resubmission to refereed journals, \*\* = student)**

Farris, J., Matis, T., Baty, A.\*\*, Grissom, M.\*\*, and Siri, C.\*\* (in preparation). Development of Patient Classification System for Patient Discharges, planned submission to *International Journal for Quality in Health Care*, submission date TBD.

Liu, W.\*\* and Farris, J., (in preparation). Key Factors that Influence Project Team Performance: A Meta-Analysis Review,” planned submission to *Journal of Operations Management*, submission date TBD.

Rathi, N.\*\*, Farris, J., and Asio, S.\*\* (in preparation). Lean Implementation in Process Industries: Development and Testing of a Research Framework, planned submission to *International Journal of Production Economics*, submission date TBD.

Farris, J., Van Aken, E.M., Doolen, T.L., and Worley, J., (in preparation). Determinants of High-Impact Kaizen Events: Results from a Multi-Site Field Study, planned submission to *International Journal of Production Research*, submission date TBD.

Liu, W.\*\*, Farris, J., Van Aken, E.M., and Glover, W.\*\* (in preparation). Inhibitors and Enablers of Lean Process Improvement Activities: Kaizen Event Participant Perceptions,” planned submission to *International Journal of Production and Operations Management*, submission date TBD.

Liu, W.\*\*, Farris, J., Van Aken, E.M., and Glover, W.\*\* (in preparation). Characteristics of More versus Less Successful Kaizen Event Teams,” planned submission to *IEEE Transactions on Engineering Management*, submission date TBD.

## **REFEREED CONFERENCE PUBLICATIONS (presenter underlined, \* = invited paper, \*\* = student)**

Di Schiena, R., Letens, G., Farris, J., and Van Aken, E.M., (2012), “Learning Organizations in Crisis Environments: Characteristics of Deployed Military Units,” *Proceedings of the 2012 Industrial Engineering Research Conference*, Orlando, FL, May 19 – 23, 2012, CD-ROM.\*

Letens, G., Verweire, K., Slagmulder, R., Van Aken, E.M., and Farris, J. (2011), “Integrating Top-Down and Bottom-Up Change: Lessons Learned from a Longitudinal Case Study,” *Proceedings of the 2011 American Society for Engineering Management Conference*, Lubbock, TX, October 19 – 22, 2011, CD-ROM.

Cudney, E.A., Corns, S.M., Farris, J., Gent, S., Grasman, S.E., and Guardiola, I.G., (2011), "Enhancing Undergraduate Engineering Education of Lean Methods using Simulation Learning Modules within a Virtual Environment," *Proceedings of the 118<sup>th</sup> American Society for Engineering Education Conference and Exposition*, Vancouver, Canada, June 26 – 29, 2011, Available <http://www.asee.org/>.

Martinez Leon, H.C.\*\*, Farris, J., and Letens, G., (2011), "Improving Product Development Through Front-Loading and Enhanced Iteration Management," *Proceedings of the 2011 Industrial Engineering Research Conference*, Reno, NV, May 21 – 25, 2011, CD-ROM.\* Best Paper Award: Engineering Management.

Glover, W.\*\*, Farris, J., Van Aken, E.M., and Doolen, T.L., (2010), "Sustaining Technical System Outcomes from Kaizen Events," *Proceedings of the 2010 American Society for Engineering Management Conference*, Rogers, AR, October 13 – 16, 2010, CD-ROM.

Liu, W.\*\* and Farris, J., (2010), "Identifying the Relationships between Key Factors and Project Team Performance," *Proceedings of the 2010 American Society for Engineering Management Conference*, Rogers, AR, October 13 – 16, 2010, CD-ROM.

Farris, J., Matis, T., McAllister, M., and Snider, A., (2010), "Perceived vs. Actual Causes of Patient Discharge Delay: Results from an Exploratory Field Study," *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, Mexico, June 5 – 9, 2010, CD-ROM.\*

Rathi, N.\*\* and Farris, J., (2010), "Evaluating the Applicability of Lean Manufacturing in Process Industries," *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, Mexico, June 5 – 9, 2010, CD-ROM.\*

Verweire, K., Slagmulder, R., Farris, J., Chearskul, P.\*\*, Van Aken, E.M., Letens, G. (2010), "Towards Customer Intimacy: Implications for Performance Measurement," *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, Mexico, June 5 – 9, 2010, CD-ROM.\*

Liu, W.\*\* and Farris, J., (2010), "Developing a Comprehensive Model of Project Team Performance: Results from a Systematic Literature Review," *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, Mexico, June 5 – 9, 2010, CD-ROM.\*

Glover, W.\*\*, Farris, J., Van Aken, E.M., Doolen, T.L., and Worley, J., (2010), "Sustaining Human Resource Outcomes from Kaizen Events," *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, Mexico, June 5 – 9, 2010, CD-ROM.\* Best Paper Award: Engineering Management.

Martinez Leon, H.C.\*\*, Farris, J., and Hernandez, A., (2010), "Criticality in New Product Development Processes," *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, Mexico, June 5 – 9, 2010, CD-ROM.\*

Farris, J., Matis, T., McAllister, M., and Snider, A., (2010), "Improving Patient Discharge through a Managed System," *Proceedings of the 2010 SHS/ASQ Conference*, Atlanta, GA, February 25 – 28, 2010.

Liu, W.\*\*, Farris, J., Glover, W.\*\*, and Van Aken, E.M., (2009), "Perceptions of Kaizen Event Effectiveness: A Comparison Between Facilitator and Team Member Responses," *Proceedings of the 2009 American Society for Engineering Management*, Springfield, MO, October 14-17, 2009.

Liu, W.\*\*, and Farris, J., (2009), "Perceptions of Kaizen Event Effectiveness: Comparing More and Less Successful Teams," *Proceedings of the 2009 American Society for Engineering Management*, Springfield, MO, October 14-17, 2009.

Letens, G., Van Aken, E.M., Farris, J., and Martinez Leon, H.C.\*\* (2009), "Optimizing Stakeholder Value and Reducing Project Waste in New Product Development Projects," *Proceedings of the 2009 American Society for Engineering Management*, Springfield, MO, October 14-17, 2009.

Farris, J., Van Aken, E.M., Doolen, T.L., Worley, J., and Liu, W.\*\* (2009), "Characteristics of Successful Kaizen Events: An Empirical Study," *Proceedings of the 2009 Flexible Automation and Intelligent Manufacturing Conference*, Teesside, UK, July 6-8, 2009.

- Liu, W.\*\* and Farris, J. (2009), “A Multi-Outcome Model for Kaizen Event Team Performance Analysis using Data Envelopment Analysis,” *Proceedings of the 2009 Industrial Engineering Research Conference*, Miami, FL, May 30- June 3, 2009, CD-ROM.\*
- Martinez Leon, H.C.\*\* and Farris, J. (2009), “Lean Product Development Process: A Systematic Literature Review,” *Proceedings of the 2009 Industrial Engineering Research Conference*, Miami, FL, May 30- June 3, 2009, CD-ROM.\*
- Inanjai, N.\*\* and Farris, J. (2009), “A Preliminary Decision-Support System for the Selection of Lean Tools,” *Proceedings of the 2009 Industrial Engineering Research Conference*, Miami, FL, May 30- June 3, 2009, CD-ROM.
- Rathi, N.\*\* and Farris, J. (2009), “A Framework for the Implementation of Lean Techniques in Process Industries,” *Proceedings of the 2009 Industrial Engineering Research Conference*, Miami, FL, May 30- June 3, 2009, CD-ROM.
- Khorajia, M.\*\*, Haas, S., and Farris, J. (2009), “Design of a Kanban System for an OR Sterile Supply Room: A Case Study,” *Proceedings of the 2009 Industrial Engineering Research Conference*, Miami, FL, May 30- June 3, 2009, CD-ROM.
- Liu, W.\*\* and Farris, J. (2008), “Using Data Envelopment Analysis to Analyze Contingency Effects in Kaizen Events: A Preliminary Investigation,” *Proceedings of the 2008 American Society for Engineering Management Conference*, West Point, NY, November 12-15, 2008, CD-ROM.
- Liu, W.\*\* and Farris, J. (2008), “Evaluating Kaizen Event Performance using Data Envelopment Analysis,” *Proceedings of the 2008 Industrial Engineering Research Conference*, Vancouver, Canada, May 17-21, 2008, CD-ROM.\*
- Letens, G., Farris, J., and Van Aken, E.M. (2008), “Lean Principles for the Lean Project-Based Enterprise,” *Proceedings of the 2008 Industrial Engineering Research Conference*, Vancouver, Canada, May 17-21, 2008, CD-ROM.\*
- Glover, W.\*\* , Van Aken, E. M., Farris, J., Doolen, T.L., and Worley, J. (2008), “The Sustainability of Kaizen Event Outcomes: Preliminary Results,” *Proceedings of the 2008 Industrial Engineering Research Conference*, Vancouver, Canada, May 17-21, 2008, CD-ROM.\* Best Paper Award: Engineering Management.
- Glover, W.\*\* , Hunter, S.\*\* , Van Aken, E.M., Farris, J., Doolen, T.L., and Worley, J. (2008), “Evaluating Kaizen Event Performance using Data Envelopment Analysis for Categorical Data,” *Proceedings of the 2008 Industrial Engineering Research Conference*, Vancouver, Canada, May 17-21, 2008, CD-ROM.\*
- Worley, J., Doolen, T.L., Mitchell, R., Farris, J., Van Aken, E.M. (2008), “Assessing Content Validity in Kaizen Research Surveys,” *Proceedings of the 2008 Industrial Engineering Research Conference*, Vancouver, Canada, May 17-21, 2008, CD-ROM.
- Farris, J., Van Aken, E.M., Doolen, T.L., and Worley, J. (2007), “A Study of Mediating Relationships on Kaizen Event Teams,” *Proceedings of the 2007 Industrial Engineering Research Conference*, Nashville, TN, May 19-23, 2007, CD-ROM.\*
- Farris, J., Van Aken, E.M., Doolen, T.L. , and Worley, J. (2007), “Evaluating the Psychometric Properties of Kaizen Event Effectiveness Measures,” *Proceedings of the 2007 Industrial Engineering Research Conference*, Nashville, TN, May 19-23, 2007, CD-ROM.\*
- Worley, J., Doolen, T.L., Van Aken, E.M., and Farris, J. (2007), “A Comparative Assessment of Kaizen Events within an Organization,” *Proceedings of the 2007 Industrial Engineering Research Conference*, Nashville, TN, May 19-23, 2007, CD-ROM.\*
- Farris, J., Van Aken, E.M., Doolen, T.L., and Worley, J. (2006), “Learning from Kaizen Events: A Research Methodology for Determining the Characteristics of More – and Less – Successful Events,” *Proceedings of the 2006 American Society for Engineering Management Conference*, Huntsville, AL, October 25-28, 2006, CD-ROM.
- Letens, G., Farris, J., and Van Aken, E.M. (2006), “Development and Application of a Framework for the Design and Assessment of a Kaizen Event Program,” *Proceedings of the 2006 American Society for Engineering Management Conference*, Huntsville, AL, October 25-28, 2006, CD-ROM.

Farris, J., Van Aken, E.M., and Doolen, T.L. (2006), “Studying Kaizen Event Outcomes and Critical Success Factors: A Model-Based Approach,” *Proceedings of the 2006 Industrial Engineering Research Conference*, Orlando, FL, May 20-24, 2006, CD-ROM.\*

Farris, J., Van Aken E.M., Letens, G., and Ellis, K. (2005), “An Approach for Measuring the Effectiveness of Design Tools in the New Product Development Process,” *Proceedings of the 2005 American Society for Engineering Management Conference*, Virginia Beach, VA, October 26-29, 2005, CD-ROM. Merrit Williamson Best Conference Paper Award.

Kosandal, P. and Farris, J. (2004), “The Strategic Role of the Kaizen Event in Driving and Sustaining Organizational Change,” *Proceedings of the 2004 American Society for Engineering Management Conference*, Alexandria, VA, October 20-23, 2004, pp. 517-526.

Farris, J., Van Aken, E.M., Doolen, T.L., and Worley, J. (2004), “Longitudinal Analysis of Kaizen Event Effectiveness,” *Proceedings of the 2004 Industrial Engineering Research Conference*, Houston, TX, May 15-19, 2004, CD-ROM.\*

Farris, J., Groesbeck, R.L., Van Aken, E.M., and Letens, G. (2003), “Application of Data Envelopment Analysis to Evaluate a Concurrent Lifecycle Approach for Engineering Design Projects,” *Proceedings of the 2003 American Society for Engineering Conference*, St. Louis, MO, October 15-18, 2003, pp. 369-378.

Farris, J., Groesbeck, R.L., Van Aken, E.M., and Letens, G. (2003), “Application of Data Envelopment Analysis to Evaluate Projects in a Government Organization,” *Proceedings of the 2003 Industrial Engineering Research Conference*, Portland, OR, May 18-20, 2003, CD-ROM.

Doolen, T.L., Worley, J., Van Aken, E.M., and Farris, J. (2003), “Development of an Assessment Approach for Kaizen Events,” *Proceedings of the 2003 Industrial Engineering Research Conference*, Portland, OR, May 18-20, 2003, CD-ROM.

### **INVITED CONFERENCE PRESENTATIONS WITHOUT PAPERS (presenter underlined, \*\* = student)**

Liu, W.\*\* and Farris, J., “Developing a Project Team Survey for Performance Evaluation,” presented at the 2012 Industrial Engineering Research Conference, Orlando, FL, May 19 – 23, 2012.

Liu, W.\*\* and Farris, J., “Key Factors for Improving Project Team Performance,” presented at the 2012 Industrial Engineering Research Conference, Orlando, FL, May 19 – 23, 2012.

Chearskul, P.\*\*, Farris, J. and Van Aken, E.M., “Empirical Investigation of Performance Measurement Use Practices and Organizational Outcomes,” presented at the 2011 Industrial Engineering Research Conference, Reno, NV, May 21 – 25, 2011.  
Glover, W.\*\*, Farris, J., Van Aken, E.M. and Doolen, T.L., “Determinants of Kaizen Event Team Effectiveness: Comparison of Phase I and Full Study Findings,” presented at the 2011 Industrial Engineering Research Conference, Reno, NV, May 21 – 25, 2011.

Liu, W.\*\* and Farris, J., “A Meta-Analysis of Key Factors of Project Team Performance,” presented at the 2011 Industrial Engineering Research Conference, Reno, NV, May 21 – 25, 2011.

Martinez Leon, H.C.\*\*, Farris, J. and Letens, G., “Earned Value Management for Product Development Projects: A Preliminary Framework,” presented at the 2011 Industrial Engineering Research Conference, Reno, NV, May 21 – 25, 2011.

Verweire, K., Slagmulder, R., Letens, G., Van Aken, E.M., and Farris, J., “Integrating Top-down and Bottom-up Change: A Longitudinal Case Study,” presented at the 2011 Industrial Engineering Research Conference, Reno, NV, May 21 – 25, 2011.

Farris, J. and Matis, T., “Improving the Hospital Patient Discharge Process,” presented at the 2011 Industrial Engineering Research Conference, Reno, NV, May 21 – 25, 2011.

Chearskul, P.\*\*, Van Aken, E.M., and Farris, J., “Development and Assessment of a Performance Measurement Use Survey: Results from a Pilot Study,” presented at the 2010 Industrial Engineering Research Conference, Cancun, Mexico, June 5 – 9, 2010.

Glover, W.\*\*, Van Aken, E.M., Farris, J., “Critical Success Factors to Sustain Kaizen Event Outcomes,” presented at the 2009 Industrial Engineering Research Conference, Miami, FL, May 30- June 3, 2009.

Chearskul, P., Van Aken, E.M., and Farris, J., “Establishing Content Validity for a Research Survey on Performance Measurement System Use, presented at the 2009 Industrial Engineering Research Conference, Miami, FL, May 30- June 3, 2009.

## **OTHER INVITED PRESENTATIONS AT PROFESSIONAL MEETINGS WITHOUT PAPERS (presenter underlined. \*\* = student)**

Farris, J., “Engineering Organizations for High Reliability,” presented at the Fall 2011 Whitacre College of Engineering Dean’s Council Meeting, Texas Tech University, Lubbock, TX, October 14, 2011. Also presented at three Whitacre College of Engineering Alumni meetings on July 27, 2012 (Fort Worth), August 17, 2012 (Houston) and September 14, 2012 (Dallas).

Farris, J., Matis, T., Patterson, P., Phillips, A.\*\*, Ballan, M.\*\*, and Heinz, M.\*\*, “Development of a Safety Culture Assessment Methodology at B&W Pantex,” presented at the Spring 2011 CELDi IAB Meeting, Denver, CO, April 12-13, 2011.

Farris, J., Matis, T., McAllister, M., Baker, B., Dunavan, C., and Snider, A., “CELDI Success Story TTU10-MCH: Patient Discharge Improvement Project,” presented at the Spring 2011 CELDi IAB Meeting, Denver, CO, April 12-13, 2011.

Farris, J., Matis, T., Rivero, I., Grissom, M.\*\*, and Siri, C.\*\*, “Patient Discharge Process Improvement Project: Phase 2,” presented at the Fall 2010 CELDi IAB Meeting, Dallas/Fort Worth, TX, October 20, 2010.

Farris, J., Matis, T., Patterson, P., Phillips, A.\*\*, Ballan, M.\*\*, and Heinz, M.\*\*, “Development of a Safety Culture Assessment Methodology for B&W Pantex,” presented at the Fall 2010 CELDi IAB Meeting, Dallas/Fort Worth, TX, October 20, 2010, Poster Presentation.

Farris, J., Matis, T., Rivero, I., de Farias, I., Conklin, R.\*\*, Siri, C.\*\* and Hunter, P.\*\*, “Patient Discharge Process Improvement Project: Phase 1,” presented at the Spring 2010 CELDi IAB Meeting, Atlanta, GA, April 7, 2010.

Farris, J., Matis, T., Rivero, I., Grissom, M.\*\*, and Siri, C.\*\*, “Patient Discharge Process Improvement Project: Phase II,” presented at the Spring 2010 CELDi IAB Meeting, Atlanta, GA, April 7, 2010, Poster Presentation.

Farris, J., Matis, T., Patterson, P., Phillips, A.\*\*, Ballan, M.\*\*, and Heinz, M.\*\*, “Development of a Safety Culture Assessment Methodology for B&W Pantex,” presented at the Spring 2010 CELDi IAB Meeting, Atlanta, GA, April 7, 2010, Poster Presentation.

Farris, J. and Matis, T., “Improving the Patient Discharge Process: Results from an Ongoing Field Study,” presented at the Center for Innovation in Healthcare Logistics, University of Arkansas, Fayetteville, AR, August 25, 2009.

Farris, J., “An Empirical Investigation of Kaizen Event Effectiveness: Outcomes and Critical Success Factors,” **4 invited presentations** given at universities in China (Nanjing University of Aeronautics and Astronautics, Hefei University of Technology, Tianjin University of Science & Technology, and Tianjin University of Technology and Education), December 13 – 23, 2008.

## **CONTRIBUTED CONFERENCE PUBLICATIONS WITHOUT PAPERS (presenter underlined. \*\* = student)**

Liu, W.\*\* and Farris, J., “A Comprehensive Model of Project Team Performance,” presented at the 2011 American Society for Engineering Management Conference, Lubbock, TX, October 19 – 22, 2011.

Farris, J., Matis, T., McCarty, M., Patterson, P., Phillips, A.\*\*, Ballan, M.\*\*, Heinz, M.\*\*, Tolck, J., and Hartley, R., “Development of a Safety Culture Assessment Methodology for the Pantex Plant,” presented at the 2011 Department of Energy Integrated Safety Management Champions Workshop, Kennewick, WA, September 12-15, 2011.

Baker, B., McAllister, M., Dunavan, C., Farris, J., and Matis, T., “Strategic Redesign of Patient Discharge for Improved Workforce and Care Delivery Outcomes,” presented at the American Organization of Nurse Executives 44th Annual Meeting & Exposition, San Diego, CA, April 13-16, 2011, Poster Presentation and Peer-Reviewed Abstract.



Letens, G., Verweire, K., Slagmulder, R., Van Aken, E.M., Farris, J., Chearskul, P.\*\*, “Implementing Customer Intimacy through Integrated Performance Management and Organizational Learning,” presented at the 2010 American Society for Engineering Management Conference, Rogers, AR, October 13 – 16, 2010.

Letens, G., Farris, J., and Van Aken, E.M., “Introduction to Lean Product Development and Lean Project Management,” presented at the 2010 Industrial Engineering Research Conference, Cancun, Mexico, June 5 – 9, 2010.

Glover, W.\*\*, Farris, J., Van Aken, E.M., Doolen, T.L., and Worley, J., “A Study of Mediating Relationships on Kaizen Event Teams and Outcome Sustainability,” presented at the 2010 Industrial Engineering Research Conference, Cancun, Mexico, June 5 – 9, 2010.

Farris, J., Matis, T., Patterson, P., Phillips, A.\*\*, Ballan, M.\*\*, and Heinz, M.\*\*, “Design of a Safety Culture Assessment Methodology for the Pantex Plant,” presented at the First Annual Technology Partnering Conference, Canyon, TX, April 22, 2010.

Letens, G., Farris, J., and Van Aken, E.M., “A Conceptual Framework for Lean Product Development System Design,” presented at the 2009 Industrial Engineering Research Conference, Miami, FL, May 30- June 3, 2009.

Glover, W.\*\*, Van Aken, E.M., and Farris, J., “Characteristics of a Mature Kaizen Event Program,” presented at the 2008 American Society for Engineering Management Conference, West Point, NY, November 12-15, 2008.

Van Aken, E.M., Farris, J., Glover, W.\*\*, Doolen, T.L., and Worley, J., “Designing Successful Kaizen Event Programs: Lessons Learned from Case Studies and the Literature,” presented at the 2008 Applied Solutions Conference, Vancouver, Canada, May 17-21, 2008.

Farris, J., Van Aken, E.M., Doolen, T.L., and Worley, J., “Critical Factors Influencing Kaizen Event Team Success,” presented at the 2007 American Society for Engineering Management Conference, Chattanooga, TN, November 8-10, 2007.

Doolen, T.L., Van Aken, E.M., Farris, J., and Worley, J., “Designing Kaizen Events for Success,” presented at the 2007 Applied Solutions Conference, Nashville, TN, May 19-23, 2007.

### **TECHNICAL REPORTS (\*\* = student)**

1. Johnson, J.\*\*, Farris, J., Matis, T., Patterson, P., Ballan, M.\*\*, and Crittendon, P.\*\*, (2012). Plant Wide Safety Culture Survey Project Final Report, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-16, August 2012 (187 pages) (B&W Pantex Project Report).
2. Johnson, J.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: Safeguards & Security Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-15, July 2012 (134 pages) (B&W Pantex Project Report).
3. Johnson, J.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: Manufacturing Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-14, July 2012 (135 pages) (B&W Pantex Project Report).
4. Johnson, J.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: CIO Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-13, June 2012 (124 pages) (B&W Pantex Project Report).
5. Ballan, M.\*\*, Johnson, J.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: General Manager and Legal Divisions, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-12, May 2012 (103 pages) (B&W Pantex Project Report).
6. Johnson, J.\*\*, Ballan, M.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: Special Nuclear Materials Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-11, May 2012 (121 pages) (B&W Pantex Project Report).
7. Ballan, M.\*\*, Crittendon, P.\*\*, Johnson, J.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: Projects Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-10, May 2012 (122 pages) (B&W Pantex Project Report).
8. Johnson, J.\*\*, Ballan, M.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: Quality Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-09, May 2012 (120 pages) (B&W Pantex Project Report).

9. Ballan, M.\*\*, Johnson, J.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: Maintenance Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-08, May 2012 (122 pages) (B&W Pantex Project Report).
10. Ballan, M.\*\*, Johnson, J.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: CFO Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-07, May 2012 (99 pages) (B&W Pantex Project Report).
11. Johnson, J.\*\*, Ballan, M.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: Supply Chain Management Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-061, May 2012 (126 pages) (B&W Pantex Project Report).
12. Johnson, J.\*\*, Crittendon, P.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: Engineering Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-05, April 2012 (124 pages) (B&W Pantex Project Report).
13. Ballan, M.\*\*, Johnson, J.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: ES&H Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-04, April 2012 (135 pages) (B&W Pantex Project Report).
14. Johnson, J.\*\*, Crittendon, P.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: HR Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-03, April 2012 (88 pages) (B&W Pantex Project Report).
15. Crittendon, P.\*\*, Ballan, M.\*\*, Johnson, J.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: DSW Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-02, April 2012 (81 pages) (B&W Pantex Project Report).
16. Johnson, J.\*\*, Crittendon, P.\*\*, Farris, J., Matis, T., and Patterson, P., (2012). Plant Wide Safety Culture Survey Project Report: RTBF Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 12P-01, March 2012 (85 pages) (B&W Pantex Project Report).
17. Farris, J., Matis, T., Patterson, P., Phillips, A.\*\*, Ballan, M.\*\*, and Heinz, M.\*\*, (2011). Development of a Safety Culture Assessment Methodology at B&W Pantex, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 11C-02, August 2011 (9 pages) (Final Report to Center for Engineering Logistics and Distribution, CELDi, for Project TT10-BWXT).
18. Farris, J., Matis, T., Heinz, M.\*\*, Garcia, N.\*\*, Maharjan, B.\*\* and Baty, A.\*\*, (2011) Patient Discharge Process Improvement Project Phase 3: Pathways to Target Discharge Times Interim Final Report, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 11M-01, August 2011 (18 pages) (Medical Center Hospital Project Report).
19. Farris, J., Matis, T., Rivero, I., Grissom, M.\*\*, and Siri C.\*\*, (2011). Patient Discharge Process Improvement Project: Phase 2, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 11C-01, May 2011 (28 pages) (Final Report to Center for Engineering Logistics and Distribution, CELDi, for Project TT10-MCH).
20. Farris, J. and Geiselbrecht, T. (2011). Strategic Directions for Performance Management in TxDOT: Customer Satisfaction as a Key Driver of Success, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, and Austin, TX: Texas Transportation Institute, Texas Department of Transportation, Strategic Research Program – Research Brief, SRP-RB 004, May 2011 (50 pages) (TxDOT Project 0-6661 Report).
21. Farris, J., Phillips, A.\*\*, Ballan, M.\*\*, Heinz, M.\*\*, Matis, T., and Patterson, P., (2011), The Assessment of the Safety Culture within the Pantex Plant: Explosives Technology Division, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 11P-01, January 2011 (268 pages) (B&W Pantex Project Report).
22. Farris, J., Matis, T., Rivero, I., Grissom, M.\*\*, and Siri C.\*\*, (2010). Patient Discharge Process Improvement Project: Phase Two Final Report, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 10M-01, June 2010 (32 pages) (Medical Center Hospital Project Report).
23. Farris, J., Matis, T., Rivero, I., de Farias, I, Conklin, R.\*\*, Siri, C. \*\*, and Hunter P.\*\*, (2009). Patient Discharge Process Improvement Project: Phase One Final Report, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 09M-02, August 2009 (43 pages) (Medical Center Hospital Project Report).
24. Farris, J., Matis, T., Conklin, R.\*\*, and Siri, C.\*\* (2009). Patient Discharge Process Improvement Project Initial Report, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 09M-01, July 2009 (16 pages) (Medical Center Hospital Project Report).
25. Liu, W.\*\* and Farris, J. (2009). Factors Affecting the Sustainability of Continuous Improvements in Healthcare, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 08S-02, January 2009 (11 pages) (Simple Health Systems Project Report).
26. Farris, J. (2008). Analysis of ER Patient Satisfaction Data: Impact of New Assessment System and Relationships between Study Variables, Lubbock, TX: Texas Tech University, Department of Industrial Engineering, Technical Report 08S-01, December 2008 (6 pages) (Simple Health Systems Project Report).

27. Glover, W.\*\*, Farris, J., Van Aken, E., and Creehan, K. (2008), Designing Successful Kaizen Event Programs, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering (Center for High Performance Manufacturing Project Report).
28. Farris, J. and Van Aken, E.M. (2007). Annual Comparative Report Analyzing Differences across Eight Events in a Participating Company, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 07N-06, June 2007 (53 pages) (NSF Project Report).
29. Farris, J. and Van Aken, E.M. (2007). Annual Comparative Report Analyzing Differences across Seven Events in a Participating Company, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 07N-05, June 2007 (45 pages) (NSF Project Report).
30. Farris, J. and Van Aken, E.M. (2007). Feedback Reports for Individual Kaizen Events in Participating Companies, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, **2 Technical Reports**, 07N-03 to 07N-04, June 2007 (16 pages, 14 pages) (NSF Project Reports).
31. Farris, J. and Van Aken, E.M. (2007). Annual Comparative Report Analyzing Differences across Fifteen Events in a Participating Company, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 07N-02, June 2007 (57 pages) (NSF Project Report).
32. Doolen, T.L., Van Aken, E.M., Farris, J., and Worley, J. (2007). Annual Report Analyzing Results from NSF Study Year One across All Participating Organizations, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 07N-01, April 2007 (35 pages) (NSF Project Report).
33. Farris, J. and Van Aken, E.M. (2006). Annual Comparative Report Analyzing Differences across Eight Events in a Participating Company, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 06N-036, August 2006 (53 pages) (NSF Project Report).
34. Farris, J. and Van Aken, E.M. (2006). Feedback Reports for Individual Kaizen Events in Participating Companies, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, **43 Technical Reports**, 06N-01 to 06N-043, January 2006 – December 2006 (5 - 15 pages each) (NSF Project Reports).
35. Farris, J. and Van Aken, E.M. (2005). Comparative Report Analyzing Differences across Two Events in a Participating Company, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 05N-01, November 2005 (24 pages) (NSF Project Report).
36. Farris, J. and Van Aken, E.M. (2005). Process Quality Measurement Tool for Tollgate Tool Applications: Design Recommendations and Supporting Development Work, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 05D-06, May 2005 (14 pages) (Danaher Contractor's Report).
37. Farris, J. and Van Aken, E.M. (2005). Power Steering PFMEA: Results Summary, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 05D-05, April 2005 (6 pages) (Danaher Contractor's Report).
38. Farris, J. and Van Aken, E.M. (2005). 3P and FMEA Output Quality Measurement Tools: Tool Design Recommendations and Expert User Survey Results, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 05D-04, April 2005 (35 pages) (Danaher Contractor's Report).
39. Farris, J. and Van Aken, E.M. (2005). Longitudinal Analysis of Kaizen Event Impact in the Card Line, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 05D-03, March 2005 (24 pages) (Danaher Contractor's Report).
40. Farris, J. and Van Aken, E.M. (2005). Benchmarking Kaizen Event Success: Best Practices Report, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 05D-02, January 2005 (41 pages) (Danaher Contractor's Report).
41. Farris, J. and Van Aken, E.M. (2004). Comparative Analysis of Kaizen Event Effectiveness, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 04D-04, December 2004 (24 pages) (Danaher Contractor's Report).
42. Farris, J., Van Aken, E.M., and Groesbeck, R.L. (2004). Assessment of AT&T FASC Performance Review Process, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 04A-07, August 2004 (21 pages) (AT&T Contractor's Report).
43. Farris, J. and Van Aken, E.M., (2004). FASC Organizational Analysis: Summary of Manager Interviews, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 04A-06, August 2004 (31 pages) (AT&T Contractor's Report).
44. Coleman, G.D. and Farris, J. (2004). 2004 Customer Survey Results from Mesa Service Channel, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 04A-05, May 2004 (27 pages) (AT&T Contractor's Report).

45. Coleman, G.D. and Farris, J. (2004). 2004 Focus Group Results from Mesa, AZ, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 04A-04, April 2004 (21 pages) (AT&T Contractor's Report).
46. Groesbeck, R.L., Farris, J., and Van Aken, E.M. (2004). Development of Proposed Metrics for the Charlotte Bill Verification Scorecard, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 04A-03, March 2004 (4 pages) (AT&T Contractor's Report).
47. Farris, J., Groesbeck, R.L., and Van Aken, E.M. (2004). Analysis of 2004 Learning Process Survey Results for Managers within Mike Waters' District, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 04A-02, March 2004 (8 pages) (AT&T Contractor's Report).
48. Groesbeck, R.L., Farris, J., and Van Aken, E.M. (2004). Development of an Effective Portrayal for the Longitudinal Analysis of 60 Second Quality Check Survey Results, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 04A-01, February 2004 (4 pages) (AT&T Contractor's Report).
49. Van Aken, E.M., Farris, J., and Mehta, V. (2003). Comparative Analysis of Kollmorgen Kaizen Event Effectiveness: Card Line and Otis Line Kaizen Teams, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 03-07, September 2003 (20 pages) (Kollmorgen Contractor's Report).
50. Van Aken, E.M. and Farris, J. (2003). Analysis of Kollmorgen Kaizen Event Effectiveness: Otis Standard Work, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 03-04, July 2003 (8 pages) (Kollmorgen Contractor's Report).
51. Farris, J., Groesbeck, R.L., and Van Aken, E.M. (2003). Analysis of Project Performance Using Data Envelopment Analysis, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 03-02, June 2003 (20 pages) (Belgian Armed Forces Project Report).
52. Van Aken, E.M., Mehta, V., and Farris, J. (2003). Analysis of Kollmorgen Kaizen Event Effectiveness: Card Line, Blacksburg, VA: Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 03-01, May 2003 (18 pages) (Kollmorgen Contractor's Report).

## **RESEARCH WORKSHOPS ATTENDED**

"Junior Faculty Proposal Workshop," Lucy Deckard, *Texas Tech University Office of the Vice President for Research*, Lubbock, TX, February 24-25, 2012.

"Tenure Track Faculty Meetings," Jeffrey C. Woldstad and various guest speakers, *Texas Tech University College of Engineering*, Lubbock, TX, monthly September 2007 – May 2008.

"Envisioning Your Research Agenda," Manuel Piña, Jr., *Texas Tech University Office of the Provost*, Lubbock, TX, November 2007.

"Texas Tech University 2007 Tenure Academy," Juan S. Muñoz, *Texas Tech University Office of the Provost*, Lubbock, TX, November 2007.

"Grants.gov Workshop," Colette Solpietro, *Texas Tech University Office of Research Services*, Lubbock, TX, October 2007.

"Budget Basics Workshop," Colette Solpietro, *Texas Tech University Office of Research Services*, Lubbock, TX, October 2007.

"ARP Briefing," Colette Solpietro, *Texas Tech University Office of Research Services*, Lubbock, TX, September 2007.

"Research Orientation for New Faculty," Colette Solpietro, *Texas Tech University Office of Research Services*, Lubbock, TX, September 2007.

"New Faculty Colloquium," Patrick E. Patterson and various guest speakers, *Institute of Industrial Engineers*, Nashville, TN, May 2007.

## **AWARDS AND HONORS**

Best Paper Award: Engineering Management, Industrial Engineering Research Conference, 2011

- For the paper “Improving Product Development Through Front-Loading and Enhanced Iteration Management,” *Proceedings of the 2011 Industrial Engineering Research Conference*, Reno, NV, May 21 – 25, 2011 (H.C. Martinez Leon\*\*, J. Farris, and G. Letens, \*\* = student).

Best Paper Award: Engineering Management, Industrial Engineering Research Conference, 2010

- For the paper “Sustaining Human Resource Outcomes from Kaizen Events,” *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, Mexico, June 5 – 9, 2010 (W. Glover\*\*, J. Farris, E.M. Van Aken, T.L. Doolen, and J. Worley, \*\* = student).

Ted Eschenbach Best EMJ Journal Paper Award, Engineering Management Journal (EMJ), 2009

- Awarded for papers published in 2008. For the paper “Learning from Less Successful Kaizen Events: A Case Study,” *Engineering Management Journal*, 20(3), pp. 10-20, 2008 (J. Farris, E.M. Van Aken, T.L. Doolen, and J. Worley).

Best Paper Award: Engineering Management, Industrial Engineering Research Conference, 2008

- For the paper “The Sustainability of Kaizen Event Outcomes: Preliminary Results,” *Proceedings of the 2008 Industrial Engineering Research Conference*, Vancouver, Canada, May 17-21, 2008 (W. Glover\*, E.M. Van Aken, J. Farris, T.L. Doolen, and J. Worley, \* = student).

2007 Engineering Management Dissertation Award, American Society for Engineering Management, 2007

Epsilon Mu Eta, Engineering Management Honor Society, 2007

2006 Highly Commended Award, Emerald LiteratiNetwork, 2006

- Awarded for papers published in 2005. For the paper “Assessing Maturity and Effectiveness of Enterprise Performance Measurement Systems,” *International Journal of Productivity and Performance Management*, 54(5/6), pp. 400-418, 2005 (E.M. Van Aken, G. Letens, G.D. Coleman, J. Farris, and D. Van Goubergen).

Merrit Williamson Best Conference Paper Award, American Society for Engineering Management Conference, 2005

- For the paper “An Approach for Measuring the Effectiveness of Design Tools in the New Product Development Process,” *Proceedings of the 2005 American Society for Engineering Management Conference*, Virginia Beach, VA, October 26-29, 2005 (J. Farris, E.M. Van Aken, G. Letens, and K. Ellis).

Best Paper Award: Engineering Management, Industrial Engineering Research Conference, 2004

- For the paper “Longitudinal Analysis of Kaizen Event Effectiveness,” *Proceedings of the 2004 Industrial Engineering Research Conference*, Houston, TX, May 15-19, 2004 (J. Farris, E.M. Van Aken, T.L. Doolen, and J. Worley).

Cunningham Fellowship, Virginia Tech, 2003-2005

Graduate Student Assembly Travel Fund Program Awards, 2003/2004, 2005/2006, 2006/2007

- Competitive grant program administered by the Virginia Tech Graduate Student Assembly and funded by the Virginia Tech Graduate School and the Virginia Tech Foundation. The program provides funding for graduate students traveling to professional conferences to present research conducted at Virginia Tech. Students must submit an application demonstrating academic merit, as well as an estimated budget for travel expenses. Only one application per student per academic year is permitted.

Pratt Engineering Fellowship, Industrial and Systems Engineering, Virginia Tech, 2002-2006

General Electric Fellowship, Virginia Tech, 2002-2003

Ingersoll-Rand Employee Scholarship, Virginia Tech, 2002

Alpha Pi Mu, University of Arkansas, 2000

Tau Beta Pi, University of Arkansas, 2000

Phi Kappa Phi, University of Arkansas, 2000

## TEACHING EXPERIENCE

### *Courses at Texas Tech University and Student Evaluations (Scale: 1 = low to 5 = high):*

- IE 5322, Industrial Cost Analysis, Texas Tech University, Fall 2010.
- IE 5331, Theoretical Studies in Advanced Industrial Engineering Topics: Advanced Project Management, Texas Tech University, Spring 2009, Summer II 2012
  - Independent study course, 1 student enrolled per semester
- IE 5331, Theoretical Studies in Advanced Industrial Engineering Topics: Lean in Healthcare, Texas Tech University, Summer I 2008, Spring 2009
  - Independent study course, 1 student enrolled per semester
- IE 4331, Individual Studies in Industrial Engineering: Project Management, Texas Tech University, Spring 2008, Fall 2009
- IE 5329, Project Management, Texas Tech University, Spring 2008, Fall 2009, Fall 2011
- IE 3301, Engineering Economic Analysis, Texas Tech University, Fall 2007, Fall 2008, Spring 2009, Fall 2009, Spring 2010, Fall 2010, Fall 2011, Spring 2012, Fall 2012
- IE 2301, Engineering Design in Productio Operations, Texas Tech University, Fall 2012

### *Courses not at Texas Tech University:*

#### **Instructor:** Organizational Performance Measurement Systems, Virginia Tech, Spring 2007

- Cross-listed undergraduate and graduate course. The graduate section includes an additional semester-long research project. Approximately 20 graduate students and 30 undergraduate students enrolled. Full responsibility for developing homework assignments, tests and other course materials, structuring and administering course content, and supervising course management, including managing the course website. Also responsible for supervising the graduate teaching assistant assigned to the course.

#### **Supervisor:** Undergraduate Research Project, Virginia Tech, Fall 2006

- Served as supervisor and first point of contact for an undergraduate student taking research credits from my advisor. Student work was related to the NSF Kaizen event study. Provided materials and instruction on project objectives, the research process and analysis methodologies. Reviewed student work, provided feedback and answered questions. Also talked with the student about graduate school opportunities and my graduate school experience.

#### **Graduate Teaching Assistant:** The Systems Engineering Process, Virginia Tech, Spring 2002

- Graduate level, distance learning course. Included the management and distribution of homework and test papers for multiple sites and use of Blackboard course management software for receiving and sharing files across sites.

#### **Graduate Teaching Assistant:** Production Planning and Inventory Control, Virginia Tech, Fall 2001, Fall 2002

**Guest Lecturer:** IE 4333 Senior Design Project, Texas Tech, Fall 2007, Spring 2008 (“Project Management”); IE 1101 Introduction to Industrial Engineering, Texas Tech, Spring 2008 (“Project Management”); ISE 5015 Management of Change, Innovation, & Performance in Organizational Systems, Virginia Tech, Fall 2006; ISE 2014 Engineering Economy, Recitation Sections, Virginia Tech, Spring 2003

## GRADUATE STUDENTS SUPERVISED

### **PhD Students:**

- David Day, Systems and Engineering Management, Texas Tech University
  - “Determinants of Lean Implementation Success in Military Organizations,” anticipated graduation date TBD.
- Eric McGarrah, Systems and Engineering Management, Texas Tech University
  - “Applicability of Project Management Methodologies in an R&D Organization,” anticipated graduation date TBD
- Robert Steele, Systems and Engineering Management, Texas Tech University
  - “Measuring the Organizational Performance Impacts of Systems Engineering Implementation,” anticipated graduation date TBD
- Tara Welborne, Systems and Engineering Management, Texas Tech University
  - “Impact of Organizational Context of Virtual Team Effectiveness,” anticipated graduation date TBD.

- Dale Moon, Systems and Engineering Management, Texas Tech University
  - “Economics of Wind Farms in Public and Private Contexts” (co-chair with Dr. James Simonton), anticipated graduation date TBD.
- Sarah Asio, Industrial Engineering, Texas Tech University
  - “Determinants of Student Engineering Design Team Effectiveness,” anticipated graduation date May 2014.
- Wen-Hsing Liu, Industrial Engineering, Texas Tech University
  - “A Comprehensive Model of Perceived Project Team Performance,” May 2012.
- Hilda Cecilia Martinez Leon, Systems and Engineering Management, Texas Tech University
  - “Integrated Analytical Methodology for Designing and Evaluating Schedules for Product Development Projects” (co-chair with Dr. Alberto Hernandez), December 2010.
- Pimsinee Chearskul, Industrial and Systems Engineering, Virginia Tech
  - “An Empirical Investigation of Performance Measurement System Use and Organizational Performance” (co-chair with Dr. Eileen M. Van Aken), December 2010.
- Wiljeana Jackson Glover, Industrial and Systems Engineering, Virginia Tech
  - “Critical Success Factors for Sustaining Kaizen Event Outcomes” (co-chair with Dr. Eileen Van Aken), May 2010.

***MS Students:***

- Nikhil Inanjai, Manufacturing and Systems Engineering, Texas Tech University
  - “A Preliminary Decision Support System for the Selection of Lean Tools,” December 2009.
- Naveen Rathi, Industrial Engineering, Texas Tech University
  - “A Framework for the Implementation of Lean Techniques in Process Industries,” December 2009.

**COMMITTEE MEMBERSHIPS FOR GRADUATE STUDENTS**

***PhD Students:***

- Chinweike Eseonu , Systems and Engineering Management, Texas Tech University
  - “Application of Heat Transfer to Explain Policy Diffusion” (chair: David Wyrick), December 2012.
- Ganapathy Natarajan , Systems and Engineering Management, Texas Tech University
  - “Developing an Environmental Sustainability Index (ESI) for Small and Medium-sized Enterprises (SMEs) in the United States: The Case of West Texas” (chair: David Wyrick), December 2012.
- Krystel Castillo-Villar, Systems and Engineering Management, Texas Tech University
  - “A Strategic Model for Supply Chain Design Including Quality” (chair: James Simonton), December 2011.
- Siva Chaivichitmalakul , Systems and Engineering Management, Texas Tech University
  - “Economic Model of Biomass Gasification for Electricity in Group of Twenty Countries” (chair: James Simonton), May 2011.
- Gerardo De La O’Serna, Industrial Engineering, Texas Tech University
  - “Flight Scheduling Balancing Passenger Demand and On-land Operational Cost” (co-chairs: Tim Matis and Yuan-Lin Zhang), December 2009.

***MS Students:***

- Matt Saldana, Interdisciplinary Studies with a focus in Wind Energy Education, Texas Tech University
  - Comprehensive Exam, anticipated graduation date August 2012.
- Ammar Ahmad, Industrial Engineering, Texas Tech University
  - “Using Six Sigma Tools to Measure and Improve the Performance of a Manufacturing Supply Chain” (chair: John Kobza), August 2011.
- Senthilkumar Velusamy, Industrial Engineering, Texas Tech University
  - “Lean in Hospitality Services Across State University” (chair: James Simonton), May 2011.

**OTHER STUDENT RESEARCH SUPERVISED**

***Calendar Year 2012:***

- Jeffrey Johnson, Industrial Engineering, Graduate Research Assistant on Sponsored Research Project (Pantex)
- Matthew Ballan Industrial Engineering, Graduate Research Assistant on Sponsored Research Project (Pantex)
- Patrick Crittendon, Psychology, Graduate Research Assistant on Sponsored Research Project (Pantex)

***Calendar Year 2011:***

- Nina Garcia, Industrial Engineering, Undergraduate Research Assistant on Sponsored Research Project (MCH)
- Megan Heinz, Industrial Engineering, Undergraduate Assistant on Sponsored Research Project (MCH)
- Jeffrey Johnson, Industrial Engineering, Graduate Research Assistant on Sponsored Research Project (Pantex)
- Patrick Crittendon, Psychology, Graduate Research Assistant on Sponsored Research Project (Pantex)

#### **Calendar Year 2010:**

- Matthew Ballan, Industrial Engineering, Undergraduate Research Assistant on Sponsored Research Project (Pantex)
- Megan Heinz, Industrial Engineering, Undergraduate Assistant on Sponsored Research Project (Pantex)
- Carlos Siri, Industrial Engineering, Undergraduate Assistant on Sponsored Research Project (MCH)
- Melissa Grissom, Industrial Engineering, Graduate Research Assistant on Sponsored Research Project (Pantex)
- Aaron Phillips, Industrial Engineering, Graduate Research Assistant on Sponsored Research Project (Pantex)

#### **Calendar Year 2009:**

- Carlos Siri, Industrial Engineering, Undergraduate Assistant on Sponsored Research Project (MCH)
- Ryan Conklin, Industrial Engineering, Graduate Research Assistant on Sponsored Research Project (MCH)
- Philip Hunter, Industrial Engineering, Graduate Research Assistant on Sponsored Research Project (MCH)

#### **Calendar Year 2008:**

- Mohammadali Khorajia, Industrial Engineering, Graduate Research Assistant on Sponsored Research Project (Simple Health Systems)

### **GRADUATE STUDENT AWARDS**

- Wiljeana Glover, 2011 Engineering Management Dissertation Award, American Society for Engineering Management
- Wen-Hsing Liu, 3<sup>rd</sup> place, 2010 ASEM Annual Conference Student Best Paper Contest
- Hilda Cecilia Martinez Leon, 2<sup>nd</sup> place, 2010 Lean Student Paper Competition sponsored by J T. and Carol S. Black and awarded by the IIE Lean Division in association with the IERC Annual Conference
- Hilda Cecilia Martinez Leon, 3<sup>rd</sup> place, 2009 ASEM Annual Conference Student Best Paper Contest

### **PHD STUDENT FACULTY AND POSTDOCTORAL PLACEMENTS**

- Cecilia Martinez, Clarkson University, tenure-track faculty position in Engineering & Management, July 2012
- Wiljeana Glover, MIT, post-doctoral associate for the Lean Advancement Initiative, May 2010

### **TEACHING WORKSHOPS ATTENDED**

“2012 National Effective Teaching Institute,” Rebecca Brent, Richard Felder, Michael Prince and Cindy Finelli, *ASEE/NETI*, San Antonio, TX, June 7-9, 2012.

“Guaranteed 4.0 Lunch Seminar,” Donna O. Johnson and Y.C. Chen, *Texas Tech College of Engineering*, Lubbock, TX, September, 2007.

“Motivating Your Students,” Miriam B. Larson, *Virginia Tech Faculty Development Institute*, Blacksburg, VA, February, 2007.

### **UNIVERSITY AND PROFESSIONAL SERVICE**

#### ***External Service to the Profession***

***Associate Editor:*** Engineering Management Journal, June 2012 – present.

***Reviewer:*** Management Research Review, International Journal of Operations and Production Management, Engineering Management Journal, International Journal of Product Development, International Journal of Production Economics, American Society for Engineering Management Conference, Industrial Engineering Research Conference, Flexible Automation and Intelligent Manufacturing Conference, January 2008 – present.

***President:*** Society for Engineering and Management Systems (SEMS), a technical society of the Institute of Industrial Engineers (IIE), elected May 2011 to a three-year term, June 2011 - May 2014 (President-Elect 2011-2012, President 2012-2013, Immediate Past President 2013-2014).

***Technical Program Co-Chair:*** 2011 American Society for Engineering Management Conference, October 2010 - October 2011.

***Session Chair:*** Sessions on Engineering Manager Productivity, 2012 Industrial and Systems Engineering Research Conference, May 2012.

***Consultant:*** Safety Culture Consultant at the Savannah River Site, a DOE site run by the contractor Savannah River Nuclear Solutions (through Longenecker & Associates), March 2012.



**Panelist:** National Science Foundation Panel Review, October 2011.

**Board Member:** Society for Engineering and Management Systems (SEMS) Board of Directors, a technical society of the Institute of Industrial Engineers (IIE), elected May 2008 to a three-year term, June 2008-May 2011.

**Track Co-Chair:** Engineering Management Track, 2010 and 2011 Industrial Engineering Research Conferences, June 2009 – May 2011.

**Judge:** Best Student Paper Award, 2007, 2008, 2009, and 2010 American Society for Engineering Management Conferences.

**Session Chair:** Invited Paper Sessions on Lean Implementations in Different Manufacturing and Service Industries and Decision Making & Risk Management, 2010 Industrial Engineering Research Conference, October 2009 - June 2010.

**Session Chair:** Invited Paper Session on Teams, 2009 Industrial Engineering Research Conference, October 2008 - June 2009.

**Guest Speaker:** “Measuring the Impact of Project Management Innovations,” Project Management Institute, West Texas Chapter Meeting, June 9, 2009.

**Judge:** Best Paper Award: Engineering Management, 2009 Industrial Engineering Research Conference, April 2009.

**Session Chair:** Invited Paper Session on Process Improvement Methodologies, 2008 Industrial Engineering Research Conference, October 2007 - May 2008.

#### ***Internal Service to the College and University***

**Workshop Leader:** “Bob L. Herd Department of Petroleum Engineering Meeting,” January 16, 2010; “Whitacre College of Engineering Dean’s Office Visioning Retreat,” August 20, 2009; “Surviving (and Thriving) in a Team World” (with David A. Wyrick), First Annual Senior Design Expo, April 24, 2009.

**Committee Member:** Whitacre College of Engineering Associate Dean for Research Search Committee, May 2011; College of Engineering Diversity Committee, Fall 2008 – Spring 2009.

#### ***Internal Service to the Department***

**Committee Member:** Systems and Engineering Management Position Search Committee, Fall 2011 - present; Industrial Engineering Recruitment Committee, Fall 2008 – present; Industrial Engineering MS Oral Exam Grading Committee, Spring 2008-Present; Industrial Engineering Graduate Committee, Fall 2007 – present; Industrial Engineering 75th Anniversary Committee, Spring 2008 – Spring 2010; Ergonomics Position Search Committee, Fall 2008-Spring 2009.

**Grading Committee:** IE 4333 Senior Design Project, Fall 2007, 2008, 2009, and 2010

**Advisor:** IE 4333 Senior Design Project, Spring 2008, 2009, and 2010

**Department Representative:** International University Visits to Represent Department, Mexico, Spring 2008; China, Fall 2008; and Chile, Fall 2009

**Guest Lecturer:** IE 4333 Senior Design Project, Fall 2007, Spring 2008, and Fall 2008 (“Project Management”); IE 1101 Introduction to Industrial Engineering, Spring 2008 (“Project Management”); IE 5320 Systems (“Designing Successful Kaizen Event Systems”), Spring 2008.