

## James R. Freeland

Senior Associate Dean for Faculty and Research  
Sponsors Chair of Business Administration  
Darden Graduate School of Business Administration  
University of Virginia  
P.O. Box 6550  
Charlottesville, Virginia 22906-6550  
434-924-4831  
434-243-7679 (FAX)  
Email: [freelandj@arden.virginia.edu](mailto:freelandj@arden.virginia.edu)  
Web Site: <http://faculty.darden.virginia.edu/freelandj/>

<b>EDUCATION</b>	<b>Georgia Institute of Technology</b> <b>Industrial and Systems Engineering</b> Master of Science in Industrial and Systems Engineering and Ph.D.	1968-73
	<b>Bradley University</b> <b>Industrial Engineering</b> Bachelor of Science in Industrial Engineering	1964-68
<b>ADMINISTRATIVE ACTIVITIES</b>	<b>Senior Associate Dean for Faculty</b> 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-Present
	<b>Chair of Promotions Committee</b> Developed and implemented new system for tenure and promotion.	1991-1993
	<b>Operations Area Coordinator</b>	1983-1993
	<b>Chair of Second-Year Electives Committee</b>	1988-1992
	<b>Director of Doctoral Program</b>	1981-1984
	<b>Other</b> 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 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 manufacturing, inventory, services, 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

Projects dealing with production and inventory systems for several divisions of Babcock and Wilcox, Micro-Data Systems, Bryan Foods, CIBA Corning, and Sprout Bauer

1979-Present

### Book Reviewer

Book reviews in management science, operations management, and computers for John Wiley, Mayfield Publishing, McGraw Hill and Richard D. Irwin

1982-Present

### Pittiglio, Rabin, Todd and McGrath (Palo Alto, Ca.)

Projects involving technical issues in production and inventory systems for several companies in the electronics and semi-conductor industries

1977-1979

### Kurt Salmon Associates (Atlanta, Ga.)

Implementation of an inventory control system at a textile mill and a study of product mix decisions in a carpet mill

1969

## PUBLICATIONS

### Book

**Aggregate Production Planning**, co-authored with Robert D. Landel, Reston Publishing Company, Reston, Virginia, 1984.

### Peer Reviewed Articles

*Structuring Information Flow to Enhance Innovation* co-authored with Norman R. Baker, **Management Science**, (September, 1972).

*A Note on a Resource Directive Algorithm for Allocation of Resources in a Decentralized Organization*, **Decisions Sciences**, (January, 1975).

*Recent Advances in R & D Benefit Measurement and Project Selection Methods*, co-authored with Norman R. Baker, **Management Science**, (June, 1975).

*Goal Partitioning in a Hierarchical Organization*, co-authored with Norman R. Baker, **Omega**, (December, 1975).

*A Note on Goal Decomposition in a Decentralized Organization*, **Management Science**, (September, 1976).

*Implications of Resource Directive Allocation Models for Organizational Design*, co-authored with Jeffrey H. Moore, **Management Science**, (June, 1977).

*Analysis of Linear Programming Formulations for the Capital Rationing Problem*, co-authored with Meir J. Rosenblatt, **Engineering Economist**, (Fall, 1978).

*Allocation of Managerial Effort: An Investigation of the Relationship between Decision Strategies, Environment and Performance*, co-authored with Charles B. Stabell, **Behavioral Science**, (July, 1978).

*Forecasting by Smoothed Regression: Development and an Application to Predicting Customers' Utility Bills*, 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**

*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**

*Bose Corporation: JIT II*<sup>□</sup>, 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).

*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.

## 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

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 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**

Program Chairman for Operations Research Division of AIIE (1979-1981)

Membership in: POMS, and INFORMS

## HONORS AND AWARDS

National Defense and Education Graduate Fellowship (1968-1971)

AIIE 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)

## 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)