

John V. Gray

Professor

Fisher College of Business

The Ohio State University

2100 Neil Avenue

612 Fisher Hall

Columbus, OH 43210

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(614) 247-8021

EDUCATION

Doctorate of Philosophy, Business Administration (2002-2006)

University of North Carolina, Chapel Hill, NC

Kenan-Flagler Business School

Operations, Technology, and Innovation Management

Dissertation: "Essays on Manufacturing Outsourcing"

Committee: Aleda Roth, Wendell Gilland, Brian Tomlin, Rich Bettis, Geoffrey Parker

Masters of Business Administration (1996-1999, evening program)

Wake Forest University, Winston-Salem, NC

Babcock School of Graduate Management

Bachelor of Engineering (August 1994)

Thayer School of Engineering at Dartmouth College, Hanover, NH

Bachelor of Arts, Engineering Sciences (June 1994)

Dartmouth College, Hanover, NH

EXPERIENCE

Academic Appointments

Fisher College of Business, The Ohio State University

Operations and Business Analytics Department (Management Sciences Dept. until 2020)

Professor (with tenure), June 2019-present

Associate Professor (with tenure), August 2013-May 2019

- 2014-2017: *Dean's Faculty Fellow, inaugural class*

Assistant Professor, September 2006-July 2013

Office of Science and Technology Policy, Executive Office of the President (White House)

Part-Time Consultant, August 2022-present

Prior Professional Employment

The Procter & Gamble Manufacturing Company, 1994-2002. Greensboro, NC.

Operations management. Greensboro, NC. *Food and Drug Administration (FDA) regulated*

- Operations Manager for 50-person, multimillion unit anti-perspirant/deodorant global production department in large OTC/cosmetics multi-site plant. Had full ownership of personnel and budget. Drove needed interactions with suppliers, R&D, and others. Launched multiple new products. Significantly reduced scrap and material costs.
- Other roles included: project manager, SAP startup leader, process engineer, TQM leader, initiative startup leader, technical safety manager, site staffing leader.

Monsanto Chemical Company, 1992-3. Internships in Manufacturing & Lab. Springfield, MA.

Nearburg Producing Company (an oil company), 1991. Internship in Accounting. Dallas, TX.

HONORS AND AWARDS

External Funding

FDA, Contract/BAA: FDA quality management and pharmaceutical firm learning to reduce drug quality risks, \$1.744 million, co-PI; with George Ball, co-PI (Oct 2019-Sept 2021)

FDA, National Institute of Pharmaceutical Technology and Education (NIPTE), Manufacturing Sector Research Initiative sub-award (Dec 2017-March 2020)

NSF Grant Award #SES-1133043; “Outsourcing, Offshoring, and Performance: A Retrospective Examination of Production Sourcing Decisions in the Semiconductor Industry since 1990.” (co-PI; with Michael Leiblein, PI). Funded September 2011

Academic and Scholastic Awards

Distinguished Service Award, Journal of Operations Management (2022)

Jack Meredith Best Paper Award, Journal of Operations Management (2018)

Distinguished Service to the OSCM Division, Academy of Management (2018)

Outstanding Senior Editor, Production and Operations Management Journal (2017)

ISM Best Paper in Supply Chain, finalist, Academy of Management, OM Division (2016)

Outstanding Full-Time MBA Core Professor, selected by students (2015)

OM Division Chan Hahn Best Paper Award Winner, Academy of Management (2014)

OM Division Chan Hahn Best Paper Award Winner, Academy of Management (2012)

OM Division Best Student Paper Award, Faculty Advisor, Academy of Management (2012)

Emerald Management Reviews Citations of Excellence Award (2013); Recognizes top 50 articles with proven impact from the top 300 management journal

Fisher College of Business Pace Setter Research Award (2011)

OM Division Chan Hahn Best Paper Award Finalist, Academy of Management (2011)

Outstanding Working Professional MBA Elective Professor, selected by students (2010)

OM Division Chan Hahn Best Paper Award Finalist, Academy of Management (2009)

Elwood S. Buffa Doctoral Dissertation Award (2007), Decision Sciences Institute

Best Reviewer Awards: *Journal of Supply Chain Management* (2007 and 2012); Academy of Management Conference (2009)

Internal (Fisher College of Business) Funding

Fisher Summer Research Fellow (2011-present)

Dean’s Faculty Fellow (2014-2017)

National Center for the Middle Market Grant, w/Gokce Esenduran (2017)

Risk Institute Fellowship, w/Y. Lan and B. Massimino (2015)

Ohio State CIBER Global Research Awards (2009-2017)

Fisher College of Business Small Grants (2007-2017)

GE Middle Market Fellowship (2012)

Funding and Awards during Ph.D. Program

Royster Fellowship, UNC Graduate School (2002-2006); first business student to receive

Joseph Juran Dissertation and Research Fellowships (2004, 2005); from U. Minnesota

Fellowship in Interdisciplinary Living, Latané Center for Human Science (2002-2005)

SAP and John W. Wood Fellowships, Kenan-Flagler Business School (2003-2006)

RESEARCH

Papers Published or Accepted in Refereed Journals

Google Scholar: <https://scholar.google.com/citations?user=mcCh2QMAAAAJ&hl=en>

ORCID: <http://orcid.org/0000-0002-0212-5654>

- [27] Dabestini, A. S. Grossman, J.P. Nathan, C.W. Bazil, R.C. Costantino, E. Fox, J. Graedon, J.V. Gray, H. Lever, D.Y. Light, R. Makuch, K.A. Schulman, C.M. White, K. Yu. 2022. [A data-driven quality-score system for rating drug products and its implications for the healthcare industry](#). *Journal of the American Pharmacists Association*, Accepted (10/4/22)
- [26] Esenduran, G., J.V. Gray, B. Tan. 2022. [A dynamic analysis of supply chain risk management and extended payment terms](#). *Production and Operations Management*, **31**:3, 1394-1417
- [25] Altamuro, J., J.V. Gray, H. Zhang. 2022. [Corporate integrity culture and compliance: A study of the pharmaceutical industry](#). *Contemporary Accounting Research*, **39**:1, 428-458
- [24] Helper, S., J.V. Gray, M. Hughes, A. Roman. 2021. [Public Policy and Operations Management](#). *Journal of Operations Management*, **67**:7, 780-802.
- [23] Lan, Y., B. Massimino, J.V. Gray, A. Chandrasekaran. 2020. [The effects of product development network positions on product performance and confidentiality performance](#). *Journal of Operations Management*, **66**:7-8, 866-894.
An earlier version of this paper, called "Product Novelty, Network Centrality, and Product Performance", was a finalist for the 2016 ISM Best Paper in Supply Chain Management, Awarded at the Academy of Management Conference
- [22] Pagell, M., M. Parkinson, A. Veltri, J.V. Gray, M. Louis, F. Wiengarten, B. Fynes. 2020. [The tension between worker safety and organization survival](#). *Management Science*, **66**:10, 4863-4878.
- [21] Gray, J.V., S. Helper, B. Osborn. 2020. [Value first, cost later: Total Value Contribution as a new approach to sourcing decisions](#). *Journal of Operations Management*, **66**:6, 735-750.
Summarized for [Association for Supply Chain Management](#) members, June 23, 2021
Reprinted, with some modifications, as Chapter 13 in: Hinterhuber, Snelgrove. 2022. [Value First, Then Price](#), 2nd Edition. Routledge.
- [20] Massimino, B., J.V. Gray, Y. Lan. 2018. [On the inattention to digital confidentiality in operations and supply chain research](#). *Production and Operations Management*, **27**:8, 1492-1515
- [19] Tsay, A., J.V. Gray, J. Mahoney, I. Noh. 2018. [A review of POM research on outsourcing in supply chains: Implications for the Theory of the Firm](#). *Production and Operations Management* **27**:7, 1177-1220
- [18] Anand, G., J.V. Gray. 2017. [Strategy and Organization Research in Operations Management](#). *Journal of Operations Management* **53-56**, 1-8
- [17] Gray, J.V., G. Esenduran, J. Rungtusanatham, K. Skowronski. 2017. [Why in the World Did They Reshore? Examining Small-to-Medium Sized Manufacturer Decisions](#). *Journal of Operations Management* **49-51**, 37-51
Awarded the "Jack Meredith Best Paper Award" in August 2018, recognizing this as the best paper published in the Journal of Operations Management in 2017.
Reprinted in: Ettlie, J.H. R. Hira. (eds.) 2018. Engineering Globalization Reshoring and Nearshoring: Management and Policy Issues, Book 2 of World Scientific Reference on Innovation (D. Siegel, Ed.), Chapter 6, 85-95

- [16] Massimino, B., J.V. Gray, K.K. Boyer. 2017. [The Effects of Agglomeration and National Property Rights on Digital Confidentiality Performance](#). *Production and Operations Management* **26**:1, 162-179
- [15] Handley, S.M., J.V. Gray. 2015. [Managing Quality in a Heterogeneous Contract Manufacturing Environment](#). *Decision Sciences*, **46**:6, 1011-1048
- [14] Gray, J.V., E. Siemsen, G. Vasudeva. 2015. [Colocation Still Matters: Conformance Quality and the Interdependence of R&D and Manufacturing in the Pharmaceutical Industry](#). *Management Science*, **61**:11, 2760-2781
- [13] Gray, J.V., S.M. Handley. 2015. [Managing Contract Manufacturer Quality in the Presence of Performance Ambiguity](#). *Journal of Operations Management*, **38**, 41-55
An earlier version of this paper (titled "Managing Contract Manufacturer Quality when Product Testability is Low") was the winner of the 2014 OM Division's Chan Hahn Best Paper Award at the Academy of Management Conference
- [12] Gray, J.V., G. Anand, A.V. Roth. 2015. [The Influence of ISO 9000 Certifications on Process Compliance](#). 2015. *Production and Operations Management*, **24**:3, 369-382
An earlier version of this paper (titled "ISO 9000 as a Best Practice Intervention: An Empirical Examination") was the winner of the 2012 OM Division's Chan Hahn Best Paper Award at the Academy of Management Conference
- [11] Gardner, J., K.K. Boyer, J.V. Gray. 2015. [Operational and Strategic Information Processing: Complementing Healthcare IT Infrastructure](#). *Journal of Operations Management*, **33-34**, 123-129
An earlier version of this paper (titled "Information Systems, Error Culture, and Healthcare Performance Outcomes") was a finalist for the 2011 OM Division's Chan Hahn Best Paper Award at the Academy of Management Conference
- [10] Ivanova, A., J.V. Gray, K.K. Sinha. 2014. [Towards a Unifying Theory of Management Standard Implementation: The Case of ISO 9001 and ISO 14001](#). *International Journal of Operations and Production Management*, **34**:10, 1269-1306
- [9] Gray, J.V., B. Massimino. 2014. [The Effect of Language Differences and National Culture on Plant-Level Process Compliance](#). *Production and Operations Management*, **23**:6, 1042-1056
- [8] Handley, S.M., J.V. Gray. 2013. [Inter-organizational Quality Management: The Use of Contractual Incentives and Monitoring Mechanisms with Outsourced Manufacturing](#). *Production and Operations Management*, **22**:6, 1540-1556
- [7] Gray, J.V., K. Skowronski, G. Esenduran, J. Rungtusanatham. 2013. [The Reshoring Phenomenon: What Supply Chain Academics Ought to Know and Should Do](#). *Journal of Supply Chain Management*, **49**:2, 27-33
Reprinted in Ettl, J.H. R. Hira. (eds.) 2018. Engineering Globalization Reshoring and Nearshoring: Management and Policy Issues, Book 2 of World Scientific Reference on Innovation (D. Siegel, Ed.), Chapter 6, pp.85-96
- [6] Anand, G., J.V. Gray, E. Siemsen. 2012. [Decay, Shock, and Renewal: Operational Routines and Process Entropy in the Pharmaceutical Industry](#). *Organization Science*, **23**:6, 1700-1716
- [5] Gray, J.V., A.V. Roth, M.J. Leiblein. 2011. [Quality Risk in Offshore Manufacturing: Evidence from the Pharmaceutical Industry](#). *Journal of Operations Management*, **29**:7-8, 737-752
An earlier version of this paper (titled "Quality Risk in Offshoring: An Explanation and Empirical Test") was a finalist for the 2009 OM Division's Chan Hahn Best Paper Award at the Academy of Management Conference
- [4] Gray, J.V., S.M. Handley. 2011. [Managing Quality in Outsourced Production: Construct Development and Measurement Validation](#). *Quality Management Journal*, **18**:2, 26-45

- [3] Gray, J.V., A.V. Roth, B. Tomlin. 2009. [The Influence of Cost and Quality Priorities on the Propensity to Outsource Production](#). *Decision Sciences*, **40**:4, 697-726
Abstract reprinted in *Strategic Direction*, **26**:5, 2010
- [2] Gray, J.V., B. Tomlin, A.V. Roth. 2009. [Outsourcing to a Powerful Contract Manufacturer: The Effect of Learning-by-Doing](#). *Production and Operations Management*, **18**:5, 487-505
- [1] Roth, A.V., M. Pullman, A. Tsay, J.V. Gray. 2008. [Unraveling the Food Supply Chain: Strategic Insights from the Pet Food Recalls](#). *Journal of Supply Chain Management*, **44**:1, 22-39
Awarded "Emerald Management Reviews Citations of Excellence Award", 2012. One of top 50 articles with proven impact among top 300 management journals published in 2008.

Selected Other Published Works

- Massimino, B., J.V. Gray. 2021. Digital Connectivity and Data Protection in Supply Management. [CAPS Research](#) (final acceptance Nov. 2020)
*Brief: [Organizations Must Raise Supplier Data-Protection Game](#), published in *Inside Supply Management Magazine*, Jan-Feb 2021*
- Gray, J.V., F. Wynstra. 2020 [COVID-19: Lessons for Sourcing](#), *SCMR.com*
- Gray, J.V., A. Prud'homme, A. Barley. 2019. [Emerging Technologies in Supply Management](#). [CAPS Research](#) (link with paper title to a video; paper behind a paywall)
*Republished, with modifications, in *Oxford Handbooks Online*, Aug 2020 [Emerging Technologies in Supply Management](#) (Prud'homme, Gray, Barley)*
- Gray, J.V, B. Massimino, Commentary on "[The Effect of Language Differences and National Culture on Plant-Level Process Compliance](#)", in Ettl, J.H. R. Hira. (eds.) 2018. Engineering Globalization Reshoring and Nearshoring: Management and Policy Issues, *Book 2 of World Scientific Reference on Innovation* (D. Siegel, Ed.), *Chapter 10, 143-148*
- Boyer, K, A. Chandrasekaran, J.V. Gray. 2013. [R&D and Manufacturing: Where Do They Belong in Your Organization?](#) National Center for the Middle Market.
- Roth, A.V., M. Pullman, A.A. Tsay, J.V. Gray. 2008. [Reaping What You Sow?](#) *International Commerce Review: ECR Journal*, **8**:1 Autumn 2008, 36-47
- ### **Complete/Nearly Complete Working Papers**
- Noh, I., J.V. Gray, G. Ball, H. Park. Are All Generic Drugs Created Equal? An Empirical Analysis of Generic Drug Manufacturing Location and Drug Safety
- Osborn, B., J.V. Gray. When does price-based sourcing hurt performance?
- Parkinson, M., M. Pagell, A. Veltri, J. Gray, F. Wiengarten, B. Fynes. When Do Organizations Learn from Failures? How Salience Affects Learning from Worker Accidents
- Massimino, B., J.V. Gray, S. Handley. Offshoring, learning, and confidentiality performance
- Noh, I.J., J.V. Gray, A. Chandrasekaran. Does the public posting of regulatory violations promote industry-wide improvement? Evidence from warning letters in the pharmaceutical industry
- Handley, S., J.V. Gray, B. Massimino. 2022. [How Prior Offshoring Experience Affects the Assessment of Hidden Risks in Future Location Decisions](#) SSRN.com (inactive)
- Roth, A.V., J.V. Gray, J. Shockley, H. Weng. 2017. [The Use of Secondary Source Data for Measuring Performance in Operations Management Research](#) SSRN.com (inactive)
- Gray, J.V., A.V. Roth, B. Tomlin. 2017. [Quality Risk and Contract Manufacturing: Theory and Empirical Evidence](#) SSRN.com (inactive)

Extended Abstracts Published in Peer-Reviewed Conference Proceedings (and presented)

- Osborn, B., J. Gray. [Proposal Evaluation and Contract Performance](#). *Academy of Management*, 2022 (presented by B. Osborn)
- Parkinson, M., M. Pagell, J. Gray, F. Wiengarten. [Learning from Rare Failures: Opportunity and Motivation](#). *Academy of Management*, 2021 (presented by M. Parkinson)
- Esenduran, G., J.V. Gray, B. Tan. [A dynamic analysis of supply management and supply risk](#). *Academy of Management*, 2020 (presented by G. Esenduran) [now in *POM*]
- Handley, S., J.V. Gray, B. Massimino. [The \(Complex\) Relationship between Experience and Decisions to Source from Offshore Providers](#). *Academy of Management*, 2019 [now on [SSRN](#)]
- Parkinson, M. M. Pagell, J.V. Gray. [Are Safe Workers Good for Organizational Survival?](#) *Academy of Management*, 2019 (presented by M. Parkinson) [now in *Mgt Sci*]
- Massimino, B., J.V. Gray. [Culture, Collaboration, and Confidentiality Performance: An Inter-Organizational Investigation](#) *Academy of Management*, 2017 (IM Division)
- Lan, Y., J.V. Gray, A. Chandrasekaran, B. Massimino. [Product Complexity, Network Structure, and Product Innovation Performance](#) *Academy of Management*, 2016 (presented by Y. Lan) [now in *JOM*]
- Gray, J.V., S.M. Handley. [Managing Contract Manufacturing Quality when Product Testability is Low](#), Best Paper Proceedings of the *Academy of Management*, 2014 [now in *JOM*]
- Massimino, B., J. Gray, K. Boyer. [Protecting the Confidentiality of Shared Information: Evidence from the Video Game Industry](#). *Academy of Management* 2013 [now in *POM*]
- Massimino, B., J.V. Gray. [The Effect of Culture and Cultural Distance on Plant-Level Process Compliance](#), Best Paper Proceedings of the *Academy of Management*, 2012 [now in *POM*]
- Gray, J.V., G. Anand, A.V. Roth. [ISO 9000 as a Best Practice Intervention: An Empirical Examination](#), Best Paper Proceedings of the *Academy of Management*, 2012 [now in *POM*]
- Gardner, J., K.K. Boyer, J.V. Gray. [Information Systems, Error Culture, and Healthcare Performance Outcomes](#), Best Paper Proceedings of the *Academy of Mgt*, 2011 [now in *JOM*]
- Gray, J.V., A.V. Roth, M.J. Leiblein. [Quality Risk in Offshore Manufacturing: An Explanation and Empirical Test](#), Best Paper Proceedings of the *Academy of Management*, 2009 [now in *JOM*]

<For other conference activity, incl. Peer Reviewed, Invited and Panels, see CV APPENDIX >

Dissertation Committees (Management Sciences/Operations and Business Analytics

Department, Fisher College of Business, Ohio State unless noted)

- Molly Hughes, Marketing & Logistics (member, expected completion: 2023)
- Beverly Osborn (co-chair; expected completion: 2022; placement: Indiana University Kelley School of Business, Indianapolis IUPUI)
- In Joon Noh (chair; completed Aug 2020; placement: Penn State Smeal College of Business, State College)
- Yingchao Lan (co-chair; completed May 2018; placement: University of Nebraska College of Business, Lincoln)
- Brett Massimino (co-chair; completed August 2014. placement: Cornell University School of Hotel Administration, Ithaca; tenure-granting: Virginia Commonwealth School of Business, Richmond)
- John Gardner (member; completed December 2012. placement: Brigham Young University (BYU) Marriott School of Business, Provo; tenure-granting: BYU)
- Jeffrey Baird, Economics, Ohio State University (member, graduated May 2011)

Invited Academic Seminar Presentations

2023

- **Indiana University** Kelley School of Business (April TBD)
- **Western University**, Ivey Business School (March 24)

2022

- **Georgetown University** McDonough School of Business seminar series (April 1)
- **University of Tennessee** Haslam College of Business seminar series (March 25)
- **Arizona State University** WP Carey School of Business seminar (February 25)

2021

- **Oregon State University** College of Business seminar series (Oct 15)
- **Rotterdam School of Management, Erasmus University** (March 1, virtual)

2020

(note: the following were cancelled/postponed due to COVID-19 and not rescheduled, as of now: Texas Christian University [March 2020], IE Business School Madrid [May 2020], ESADE Barcelona [May 2020], University of Notre Dame [Nov 2020])

- **University of Oklahoma** seminar series (Feb 28)
- **Brigham Young University** seminar series (Jan 17)

2017

- **University College-Dublin** visiting scholar (June 30)
- **Penn State University** seminar series (Smeal College of Business, April 7)

2016

- **ETH Zurich** seminar (Dept. of Management, Technology, and Economics, Mar 23)
- **Boston University** seminar series (Questrom School of Business, Feb 25)

2013

- **University of South Carolina** seminar (Darla Moore School of Mgt, April 26)
- **University of Minnesota** seminar series (Carlson School of Mgt, April 12)

2011

- **Purdue University** seminar series (Krannert School of Management, April 15)
- **University of North Carolina**, invited junior faculty conference on “Innovating the Global Supply Chain.” (Kenan-Flagler Business School, April 9)
- **The Ohio State University** junior faculty colloquium (Fisher College, Feb 15)

2010

- **University of Cincinnati** seminar series (College of Business, April 9)

2007

- **The University of Illinois** seminar series (College of Business, October)

2006 (job market)

- **Georgetown University** (McDonough School of Business)
- **Michigan State University** (Eli Broad College of Business)
- **Penn State University** (Smeal College of Business)
- **Purdue University** (Krannert School of Management)
- **The Ohio State University** (Fisher College of Business)
- **The University of Minnesota** (Carlson School of Business)
- **University of Kansas** (School of Business)
- **University of South Carolina** (Moore School of Business)
- **York University** (Schulich School of Business)
- **University of Wisconsin** (School of Business)

Select Invited Presentations and Panels (Practitioner-focused and/or at a conference)

2022

- Nov 2: Business, Buckeyes and Breakfast: Managing Supply Chains after the Pandemic (Speaker, with Keely Croxton and Jurriaan De Jong)
- Sept 14: Leadership in Logistics Peer Group meeting, Columbus, OH (Speaker)
- June 16: National Association of Regional Councils, Columbus, OH (Speaker)

- May 10: IPSERA Workshop: Public procurement in the OSCM domain; meet the editors session (Panelist)
- April 20: *Journal of Operations Management* mini-conference: Dispute resolution in the matchmaking economy: Breaking the cone of silence (Moderator)
- February 16: Offshoring and Reshoring under COVID-19: Supply Chain lessons from the pharmaceutical industry, Penn State Supply Chain Leaders' Forum, virtual (Keynote)

2021

- December 8: The Future of Work: Solutions Spectrum (FCOB COE, moderator)
- October 6: Webinar: [Improving the safety, security, resilience, and robustness of the nation's drug supply chain](#) (Moderator, Industry Studies Association Webinar Series)
- July 21: Statistical Techniques for Causal Inference, *Journal of Supply Chain Management* methods series (Presenter, with Sachin Modi)
- June: Drug Shortages: Causes, Consequences, and Solutions, panel with Rena Conti (Boston U.), Allan Coukell (Civica), and Erin Fox (U. Utah) (Moderator, Industry Studies Association Conference)
- February: Webinar: What Manufacturing and Supply Chain Leaders Need to Know About Digital Manufacturing, Industry 4.0, and the Internet of Things (Panelist, OSU Materials Week)
- January: Webinar: Drug Pricing and the Law (Panelist, Ohio State CEHV/Pharmacy)

2020

- December: Presentation: Quality Scorecards / Quality Index Session Introduction. NIPTE Annual Conference (Presenter)
- June: Webinar: COVID 19: Lessons for Sourcing, SCMR.com (Presenter, with Finn Wynstra)
- June: Globalization, Norms, and Integrity: The Case of Pharmaceuticals, moderator of session with Katherine Eban (best-selling book author) and Richard Saynor (CEO, Sandoz Pharmaceuticals) (Moderator, Industry Studies Association Conference)
- February: Emerging Technologies in Supply Chain, Center for Operational Excellence Professional Development meeting (Moderator, Presenter)

2018

- November: Panel on Government Policies and the Relocation of Manufacturing to High Cost Countries, DSI, Chicago. with C. DiMauro, J. Olhager (Panelist)
- November: Panel on Frontiers in Quality Management, DSI, Chicago. with K. Linderman, S. Narayanan, A. Choo, G. Anand (Panelist)
- October: Beyond TCO in Supplier Management. Honda Supplier Sustainability Symposium (Presenter)
- October: Emerging Technologies in Supply Management, ISM Central Ohio monthly meeting. (Presenter)
- May: Causes and consequences of recalls across industries. POM, Houston. with A.V. Roth, R. Shah, K.K. Sinha (Panelist)

2016

- August: Panel on endogeneity, part of research methods/OM Divisions PDW, Academy of Management Anaheim (Moderator)
- May: Emerging Trends and Future Directions for Empirical OM Research, POMS Orlando (panelist, with C. Froehle, U. Mukherjee, T. Johnson-Hall)
- May: Panel on Teaching Global Sourcing, POMS Orlando (Panelist, with several others; organized by J. Jayaram)
- March: Managing Quality Across Boundaries [International GMP Conference](#). Athens, GA. (Presenter)

2014

- November: Assessing Risks In Supply Chain Management. Japan-America Society of Central Ohio (JASCO) Dublin, Ohio (Presenter)
- May. Detecting Small Effects and the Role of Statistical Power in OM Empirical Research, panel with A. Roth, R. Verma, S. Narayanan, E. Rosenzweig, E. Siemsen POMS Atlanta (Presenter/Panelist)

2013

- May: Panel on Industry Studies, Public Policy, and Organizational Learning. POMS Denver, with E. Anderson, N. Joglekar, G. Parker. (Moderator)

2012

- April: Panel: Offshoring and Reshoring: Academic and Practitioner Perspectives. POMS Chicago. with H.Moser, K. Skowronski (Panelist)

2011

- November: Featured Session: The Offshoring vs. Onshoring Decision: Barriers to Effective Analysis. DSI Boston, panel with H.Moser, B.Hayes, B.Flynn, J.Blackhurst (2011 Nov) (Panelist)

2009

- May: Panel on Empirical Research in Operations Management. POMS Orlando (Panelist)

TEACHING

Published Case

Gray, J.V., M.J. Leiblein, S. Karanukaran. 2008. Scotts Miracle-Gro: The Spreader Sourcing Decision (*Ivey Case # 9B08M078*); adopted at Dartmouth (Tuck), Michigan, Purdue, Penn State, UNC, Minnesota, Michigan State, Rutgers (among others); republished: Pearce, J.A., R.B.

Robinson. 2010. *Strategic Management: Formulation, Implementation, & Control*. 12th edition.

- “Best Seller” 09-10; 10-11; 11-12; 12-13: Top twenty among all Ivey cases
- In “[Best Sellers](#)” list 2014-current (top ~100); Listed as an “[Ivey Classic](#)”

Awards

- Outstanding Full-time MBA Core Faculty, awarded May 2015
- Outstanding Working Professional MBA Elective Professor, awarded June 2010.

Strategic Global Sourcing, Fisher College of Business

MBA, created in 2007 (last overall student evaluations, 2021, 4.73/5)

- Spring 2007, Winter 2008-2012, Fall 2012-2021 (“Strategic” added to title in Au15)

Undergraduate, created in 2016 (last overall student evaluations, 2021, 4.93/5)

- Fall 2016-2021

Executive MBA (EMBA),

- Dec 2018-Jan 2019, 1.5 Credit Hours
- Dec 2017-Jan 2018, elective selected by EMBA students (1 Credit Hour)
- Aug 2016: EMBA International Business Core Class (one 4-hour lecture)

MBOE, 4 hours, August 2019

Non-degree

- Textron program, 2 hours, June 2019; August 2020; July 2021; July 2022
- Nationwide lean leader academy, 2 hours: May 2022

Data Analysis for Managers, Fisher College of Business (MBA core course)

- Executive MBA (BRIGHT Fellows program), 2015-2016; 2017; Spring 2023
- Working Professional MBA (Weekend), 2018 (w/N. Craig); 2019-20 (w/D. Schilling)
- Full-time MBA program Fall 2012-Fall 2015 (incl. “Boot Camp”, Aug. 2013)
- Working Professional MBA program (evening), Fall 2006-Fall 2011
- Chase Graduate Certificate, Fall 2018 (team taught with J. Draper)

Ph.D. Classes taught:

- Applied econometrics in OM (2014, 2017, 2019, 2021)
- Operations strategy (2014, 2016, 2018, 2022)
- Seminar Series (2021-22)

Professor, Theories in OM, Erasmus University Summer Doctoral Academy, June 2018

Professor, Winter Doctoral Academy, MIT Supply Chain Malaysia, January 2018

MBA Trips

Fisher Supply Chain Association (SCA) West Coast Trek, Seattle, December 2019

Global Sourcing “Elective Trek”, Shanghai/Hangzhou/Kunshan, China, December 2008

Faculty Advisor, Global Applied Projects. (Spring 2014, 2016-17, 2019-2021); undergraduate honors thesis (AY 2017-8); SMB-A project (SP 2022)

Instructor, Business Administration 130, Kenan-Flagler Business School

Operations Management. Summer 2005 (undergraduate course)

SERVICE

To the Profession:

Department Editor, Jnl. of Operations Management, Public Policy (2020-June 2022)

Department Editor, Jnl. of Operations Management, Strategy and Organization (2016-2020)

Associate Editor, Journal of Operations Management (2012-2016)

Senior Editor, Production and Operations Management, Industry Studies Dept. (2012-present)

Awarded “Outstanding Senior Editor” in 2017

Conference Committee, Industry Studies Association (2019-present; acting program chair in 2021 [virtual]; program chair in 2022-23 [May-June 2023 in Columbus, OH])

Chairs, including Division Chair, Operations and Supply Chain Management (OSCM), Academy of Management (2013-2018) (*Name changed from OM to OSCM in late 2016*)
Five-year commitment: PDW Chair (2013-4), Program Chair (2014-5), Division Chair-elect (2015-6), Division Chair (2016-7; led five-year review), Past Division Chair (2017-8)

Committee Member, 2019 Chan Hahn Best Paper Award, Academy of Management

Committee Member, 2019 Wick Skinner Junior Faculty Award, POMS

Vice President, Special Events, Supply Chain College of POMS (2014-2016)

[Coordinated May 2015 POMS SC College Mini-Conference, Washington DC]

Elwood S. Buffa Competition Co-Chair, 2014 DSI Conference, Tampa (w/ G. Esenduran)

Student Paper Competition Co-Chair, 2014 POMS Conference, Atlanta (w/ D. Honhon)

Track Chair, 2013 DSI Conference, Baltimore (Quality Management and Lean Operations)

Track Chair, 2010 POMS Conference, Vancouver (Empirical Research in OM; w/K. Girotra)

Editorial Review Board Member:

- Journal of Supply Chain Management (Awarded “Best Reviewer,” 2007 and 2012)
- Quality Management Journal

Ad hoc reviewer:

- *Journals*: Decision Sciences, Interfaces, International Journal of Operations and Production Management, International Journal of Production Economics, International Journal of Production Research, Management Science, Manufacturing & Service Operations Management, Naval Research Logistics, Strategic Management Journal
- *Miscellaneous*: Academy of Management Conference; Juran Fellowship Awards; Elwood S. Buffa Dissertation Award; POMS SC College Student Paper Competition; Decision Sciences Conference; Foundations and Trends in Technology, Information, and Operations Management (monographs)
- *Tenure/Promotion-to-Full Letters*: ~4 per year at R1 schools since 2019 (since full prof.)

To the Management Sciences Department:

Associate Director, Supply Chain and Research, [Center for Operational Excellence](#), 2013-present

Faculty Recruiting committee, 2016-2017; 2018-2019 (chair); 2021-2022 (chair)

Member, Operations Management MBA Committee, 2021-present (Chair 2019-2021)

Member, Operations Management Undergraduate Committee, 2021-present

Member, Ph.D. program Committee 2018-present (Chair 2014-17)

Member, Analytics Program Committee, 2020-2021

To the Fisher College of Business (FCOB):

FCOB Academic Director of Ph.D. Programs, 2022-present

Master of Supply Chain Management, co-creator (2021-22) and co-director, 2022-present
FCOB College Promotions Committee (CPC), 2019-present
FCOB Research Committee, Member, 2013-2015; 2018-present
Academic Research Committee, Member, [Risk Institute](#), 2014-18
MBA Graduate Networking Association, Faculty Advisor, 2016-8
Education and Professional Diversity and Inclusion Committee, 2017-8
Academic Committee, Specialized Masters in Business-Analytics, 2016-7
Faculty Appeals and Investigations Committee, 2016-7
Judge, Deloitte Supply Chain Case Competition, Jan 2016
MBA Policy Committee, Member, 2014-5
Educational Technology Committee, Member, 2013-4
Fisher Follies Donor, Participant in MBA Recruiting, Orientation, and Social Activities, Inviter of practitioners to present to MBA groups (OLMA/SCA, GBA, FBAA), etc.. (ongoing)

To the University:

InFACT Discovery Theme, Executive Committee Member, 2018-March 2022
InFACT Discovery Theme, Subcommittee Leader, 2014-2018
Abstract Reviewer and/or Judge, Hayes Graduate Research Forum, 2012-3, 2015-present
Graduate Faculty Rep for Dissertations (AgEcon[2009], Econ[2010], PAES[2011], HDFS[2014], Econ[2016], Stat[2018], AEDEcon[2019], PublicPolicy [2020], Education [2022])
Data Analytics Advisory Committee, Member, 2014

To the Field:

Deloitte Digital Capability Model (DCM), Academic Advisory Committee (Summer-Fall 2020)
Biden-Harris Campaign Economic Policy Committee, Invited Volunteer, Fall 2020

PROFESSIONAL AFFILIATIONS (listed alphabetically)

Academy of Management (AoM)
Association for Supply Chain Management (ASCM; formerly APICS)
Decision Sciences Institute (DSI)
Industry Studies Association (ISA)
Institute for Operations Research and Management Science (INFORMS/MSOM)
Institute for Supply Management (ISM)
Production and Operations Managements Society (POMS)

APPENDIX: Conference papers presented,
excluding conferences with published proceedings, which are listed after publications on main body of CV

This may not be fully updated

Academic Conference Professional Development Workshops/ Consortiums (Panelist)

- Gray, J., several others (2022 June): Professional Development Workshop Panelist, Industry Studies Conference, Philadelphia PA
- Gray, J., several others (2021 Aug): Junior faculty and doctoral consortium PDW, AoM, Virtual
- Gray, J., several others (2018 May): Professional Development Workshop Panelist, Industry Studies Conference, Seattle WA
- Gray, J., several others (2017 Aug): Junior faculty and doctoral consortium PDW, AoM, Atlanta
- Gray, J., several others (2017 July): Young Scholars Workshop Panelist, EurOMA, Edinburgh
- Gray, J., several others (2017 May): Professional Development Workshop Panelist, Industry Studies Conference, Washington DC
- Gray, J., several others (2016 May): Review of Research, POMS Doctoral Consortium, POMS Orlando
- Gray, J., several others (2015 May): Professional Development Workshop Panelist, Industry Studies Conference, Kansas City, MO
- Gray, J., several others (2015 May): Review of Research, POMS Doctoral Consortium, POMS DC

Peer-Reviewed Academic Conference Presentations (excluding AoM, listed below publications)

- Massimino, B., J.V. Gray, S. Handley. (2018 June) Offshoring, Learning, and confidentiality performance. EurOMA, Budapest, Hungary
- Gray, J.V., (FDA Grant team) (2018 May) *Measuring Plant-Level Quality Risk* Industry Studies Association Conference, Seattle, WA
- Esenduran, G., J.V. Gray, B. Tan (2017 June) *Supply Management and Supply Risk*, M&SOM Conference Chapel Hill (presented by G. Esenduran)
- Altamuro, J., J. Gray, H. Zhang. (2014 Jan) *A Commitment to Quality: An Examination of Plant-Level Quality Control Failures and Financial Reporting Weaknesses*. Financial Accounting and Reporting Section of the American Accounting Association Mid-Year meeting Houston (presented by H. Zhang)
- Gray, J., B. Massimino (2012 June) *Cultural Effects on Process Compliance*. M&SOM Conference New York City (presented by B. Massimino)
- Roth, A., J. Gray, J. Shockley, H. Weng (2009 Nov) *The Use of Secondary Source Data for Measuring Performance in Operations Management Research*. 4th Workshop on Empirical Research in OM Wharton (presented by A. Roth)
- Gray, J., A. Roth, M. Leiblein (2009 Oct) *Quality Risk in Offshore Manufacturing: An Explanation and Empirical Test*. Strategic Management Society International Conference Washington (nominated for Best Paper) (presented by M. Leiblein)
- Gray, J., A. Roth, M. Leiblein (2009 May) *Quality Risk in Offshore Manufacturing: An Explanation and Empirical Test*. Atlanta Competitive Advantage Conference (ACAC), pre-conference discussion.
- Gray, J., A. Roth (2008 June). *Quality Risk in Offshore Manufacturing: An Explanation and Empirical Test*. Manufacturing & Service Operations Management (MSOM) College Park
- Roth, A., Gray, J. (2007 Sept.) *Back to the Future: Quality Risk in Outsourcing*. 3rd Workshop on Empirical Research in OM, Wharton Philadelphia (presented by A. Roth)
- Gray, J., A. Roth, B. Tomlin (2007 Aug.) *Buyer Beware: Quality Risk in Outsourcing*. Academy of Management Philadelphia
- Gray, J., A. Roth, B. Tomlin (2007 April) *Quality Risk in Outsourcing: Evidence from the US Drug Industry*. Wharton Technology Management Conference Philadelphia

Invited Academic Conference Presentations

- Noh, I., J.V. Gray, G. Ball, H. Park. Generic Drugs, Manufacturing Location, and Drug Safety. (2022 Oct) INFORMS Indianapolis

Osborn, B., J.V. Gray. When Does Price-Based Sourcing Hurt Performance? (2022 Oct) INFORMS Indianapolis

Osborn, B., J.V. Gray. Proposal Evaluation and Contract Performance. (2021 Nov) INFORMS Anaheim

Osborn, B., J.V. Gray. Proposal Evaluation and Contract Performance. (2021 Nov) DSI virtual

Osborn, B., J.V. Gray. Which Proposal Evaluation Approaches Lead to Better Supplier Performance? (2021 May) POMS Virtual

Noh, I., J.V. Gray, G. Ball, H. Park. Are Generics Safe? A Drug-Level Analysis. (2019 Nov) DSI New Orleans (presented by I. Noh)

Noh, I., J.V. Gray, G. Ball, H. Park. Are Generics Safe? A Drug-Level Analysis. (2019 Oct) INFORMS Seattle (presented by I. Noh)

Esenduran, G., J.V. Gray, B. Tan (2018 May) *Supply Management and Supply Risk*, POMS Houston (presented by B. Tan)

Lan, Y., J.V. Gray, A. Chandrasekaran, B. Massimino. (2018 May) *On the Tension between Product Performance and Confidentiality Protection: A Network Perspective*. POMS Houston

Massimino, B., J.V. Gray, S. Handley. (2018 May) *Offshoring, Learning, and confidentiality performance*. POMS Houston

Handley, S., J.V. Gray, B. Massimino. (2018 May) *The (Complex) Relationship between Experience and Decisions to Source from Offshore Providers* POMS Houston (presented by S. Handley)

Lan, Y., A. Chandrasekaran, J.V. Gray (2017 May) *Improving NPD performance when collaborating with multiple partners*, POMS Seattle (presented by Y. Lan)

Esenduran, G., J.V. Gray, B. Tan (2017 May) *Supply Management and Supply Risk*, POMS Seattle

Lan, Y., J.V. Gray, A. Chandrasekaran, B. Massimino. (2016 Nov) *Product Complexity, Network Position, and Product Innovation*. DSI Austin (presented by Y. Lan)

Lan, Y., J.V. Gray, A. Chandrasekaran, B. Massimino. (2016 Nov) *Product Complexity, Network Position, and Product Innovation*. INFORMS Nashville (presented by Y. Lan)

Esenduran, G., Gray, J. (2016 May) *Supply Management and Supply Risk*, POMS Orlando (presented by G. Esenduran)

Lan, Y., Gray, J., Massimino, B. (2016 May) *Managing the Tension between Innovation and Confidentiality Protection: A Social Network Perspective*, POMS Orlando (presented by Y. Lan)

Lan, Y., Chandrasekaran, A., Gray, J., Massimino, B., (2016 May) *Product Complexity, Network Position, and Product Innovation*, POMS Orlando (presented by Y. Lan)

Massimino, B., Gray, J., (2016 May) *Cultural Effects on Digital Asset Protections*. POMS Orlando (presented by B. Massimino)

Massimino, B., Hill, J., Gray, J., Bendoly, E. (2016 May) *Performance Goals, Procedural Compliance, and Worker Personalities: A Behavioral Investigation* POMS Orlando (presented by B. Massimino)

Massimino, B., Hill, J., Gray, J. (2015 May) *Resource Utilization, Penalty Attribution, and Task Compliance: A Behavioral Investigation*. POMS Washington DC (presented by B. Massimino)

Massimino, B., Gray, J., (2015 May) *The Effects of National Culture on the Leakage of Proprietary Digital Assets*. POMS Washington DC (presented by B. Massimino)

Lan, Y., Massimino, B., Gray, J. (2015 May) *The Impact of Network Structure and Network Embeddedness on Performance in the Video Game Industry*, POMS Washington DC (presented by Y. Lan)

Rastogi, S., Gray, J. (2015 May) *The Antecedents of a Firm's Supply Chain Disruption Intensity* POMS Washington DC (presented by S. Rastogi)

Massimino, B., Gray, J., Hill, J. (2014 Nov) *Primary Task Utilization and Secondary Task Compliance: A Behavioral Investigation*. INFORMS San Francisco (presented by B. Massimino)

Massimino, B., Gray, J., (2014 Nov) *The Effects of National Culture on the Leakage of Proprietary Digital Assets*. INFORMS San Francisco (presented by B. Massimino)

Gray, J., A. Roth, B. Tomlin (2014 May) *Contract Manufacturing and Quality Risk*. POMS Atlanta

Gray, J., S. Handley (2013 Nov). *Managing Quality in Outsourced Production*. DSI Baltimore

Massimino, B., J. Gray, K. Boyer (2013 Nov). *Protecting the Confidentiality of Shared Information: The Effects of National Property Rights and Agglomeration*. DSI Baltimore (pres. by B. Massimino)

Massimino, B., J. Gray, K. Boyer (2013 May). *Protecting the Confidentiality of Shared Information: Evidence from the Video Game Industry*. POMS Denver (presented by B. Massimino)

Handley, S., J. Gray (2013 May). *Managing Quality in a Heterogeneous Contract Manufacturing Environment*. POMS Denver (presented by S. Handley)

- Anand, G., J. Gray, E. Siemsen (2013 May). *Influence of Top Management on Operational Performance*. POMS Denver (presented by G. Anand)
- Gray, J., E. Siemsen, G. Vasudeva (2013 May). *Conformance Quality and the Interdependence of R&D and Manufacturing in the Pharmaceutical Industry*. POMS Denver
- Gray, J., E. Siemsen, G. Vasudeva (2012 Oct). *The Manufacturing Quality Implications of Collocating Manufacturing and R&D in the Pharmaceutical Industry*. INFORMS Phoenix (presented by E. Siemson)
- Gray, J., E. Siemsen, G. Vasudeva (2012 Aug). *The Manufacturing Quality Implications of Collocating Manufacturing and R&D in the Pharmaceutical Industry*. Professional Development Workshop, Academy of Management Boston (invited by John Ettlie, PDW organizer) (pres. by G. Vasudeva)
- Gray, J., E. Siemsen, G. Vasudeva (2012 May). *The Manufacturing Quality Implications of Collocating Manufacturing and R&D in the Pharmaceutical Industry*. NSF-Funded Engineering Globalization Workshop, Washington (invited by John Ettlie, conference organizer)
- Gray, J., E. Siemsen, G. Vasudeva (2012 April) *The Manufacturing Quality Implications of Collocating Manufacturing and R&D in the Pharmaceutical Industry*. POMS Chicago
- Gray, J., M. Leiblein (2012 April) *Antecedents of Offshoring and Outsourcing Decisions in the Semiconductor Industry*. POMS Chicago
- Gray, J., B. Massimino (2012 April) *Managing Quality Across National Boundaries: A Multi-Country Study*. POMS Chicago (presented by B. Massimino)
- Gray, J., G. Anand, A. Roth (2012 April) *ISO 9000 Certification and Process Compliance: Short Term and Long Term Results*. POMS Chicago (presented by G. Anand)
- Gray, J., E. Siemsen, G. Vasudeva (2011 May) *The Benefits of Collocating Manufacturing and R&D: Evidence from the Pharmaceutical Industry*. POMS Reno (presented by E. Siemsen)
- Boyer, K., J. Gardner, J. Gray (2011 May) *Healthcare Information Technology: The Interplay of Organizational and Floor Level Applications*. POMS Reno
- Boyer, K., J. Gardner, J. Gray (2010 Nov) *Healthcare Information Systems, Analysis, and Performance Outcomes*. DSI San Diego (presented by K. Boyer)
- Gray, J., M. Leiblein (2010 May) *Drivers of Outsourcing and Offshoring in the Global Semiconductor Industry*. POMS Vancouver
- Boyer, K., J. Gardner, J. Gray (2010 May) *Managing Healthcare Outcomes through Data Use and Information Systems*. POMS Vancouver (presented by K. Boyer)
- Gray, J., S. Handley (2009 May) *Mitigating Quality Risk in Production Outsourcing: An Empirical Study*. POMS Orlando
- Anand, G., J. Gray, E. Siemsen (2009 May) *The Fragility of Quality Advantage*. POMS Orlando
- Gray, J. (2008 Oct) *Research on the Effect of Outsourcing and Offshoring on Non-Financial Performance Measures*. INFORMS Washington
- Gray, J., A. Roth (2008 May) *Offshoring's Quality Risk: A Theoretical Explanation and Empirical Test*. POMS San Diego
- Roth, A., J. Gray, J. Shockley, H. Weng (2008 May) *Secondary Data in Operations Management*. POMS San Diego (presented by H. Weng)
- Gray, J., A. Roth (2007 Nov) *Does ISO 9000 Reduce Quality Risk?* INFORMS Seattle
- Gray, J., A. Roth, B. Tomlin (2007 May) *Quality Risk in Manufacturing Outsourcing*. POMS Dallas
- Gray, J., A. Roth, B. Tomlin (2007 May) *The Effect of Manufacturing Strategy on Outsourcing Plans*. POMS Dallas
- Gray, J., B. Tomlin, A. Roth (2005 Nov) *Outsourcing: The Impact of Learning-by-doing and Strategic Behavior*. INFORMS San Francisco
- Gray, J., A. Roth, B. Tomlin (2005 Nov) *An Empirical Study of Manufacturing Outsourcing*. INFORMS San Francisco
- Gray, J., A. Roth, B. Tomlin (2004 Oct). *Outsourcing of Manufacturing Resources: An Empirical Study*. INFORMS Denver

Other Academic Conference Presentations

- Handley, S., J.V. Gray, B. Massimino (2017 May) *Aligning Offshore Outsourcing Decisions with Task Characteristics and Management Team Experience*, POMS Seattle (presented by S. Handley)
- Massimino, B., Gray, J., (2016 May) *Cultural Effects on Digital Asset Protections*. Industry Studies Association Conference, Minneapolis

- Massimino, B., Gray, J., Hill, J. (2014 Nov) *Primary Task Utilization and Secondary Task Compliance: A Behavioral Investigation*. DSI Tampa (presented by B. Massimino)
- Gray, J., B. Massimino (2011 Nov) *Managing Quality Across Geographic Boundaries: A Multi-Country Study*. DSI Boston (presented by B. Massimino)
- Gray, J., E. Siemsen, G. Vasudeva (2011 Nov) *The Benefits of Collocating Manufacturing and R&D: Evidence from the Pharmaceutical Industry*. DSI Boston
- Handley, S., J. Gray (2009 Nov) *Contracting and Monitoring: Substitutes or Complements for Mitigating Quality Risk with Outsourced Production*. DSI New Orleans (presented by S. Handley)
- Gray, J., G. Anand, A. Roth (2009 Nov) *Does ISO 9000 Reduce Quality Risk?* DSI New Orleans.
- Gray, J., S. Handley (2008 Nov) *Mechanisms for Mitigating Quality Risk with Outsourced Manufacturing*. DSI Baltimore
- Gray, J., S. Handley (2008 Oct) *Mechanisms for Mitigating Quality Risk with Outsourced Manufacturing*. INFORMS Washington
- Gray, J., A. Roth (2007 Nov) *Does ISO 9000 Reduce Quality Risk? A Retrospective Study*. DSI Phoenix
- Gray, J., A. Roth, B. Tomlin (2006 Nov) *Quality Risk in Outsourcing: An Empirical Study*. INFORMS Pittsburgh (pres. by A Roth)
- Gray, J., A. Roth, B. Tomlin (2006 May) *Plant-level Measurement of Quality Capability*. POMS Boston
- Gray, J., B. Tomlin, A. Roth (2005 Nov) *Outsourcing: The Impact of Learning-by-doing and Strategic Behavior* DSI San Francisco
- Gray, J., A. Roth, B. Tomlin (2005 Nov.). *An Empirical Study of Manufacturing Outsourcing*. DSI San Francisco
- Gray, J., A. Roth (2004 Nov) *Outsourcing: Insights and Research Opportunities*. DSI Boston
- Gray, J. A. Roth, B. Tomlin (2004 May) *Antecedents of Outsourcing Decisions in Manufacturing*. POMS Cancun