

**Stanley E. Griffis, Ph.D.**

**VITA**

Department of Supply Chain Management  
Broad College of Business  
Michigan State University  
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**EDUCATION**

Ph.D., Business Administration (Marketing and Logistics), The Ohio State University, 2001  
M.A., Logistics, The Ohio State University, 2000  
M.S., Logistics Management, Air Force Institute of Technology, 1996  
B.A., History, Assumption College, 1988

**EXPERIENCE**

2009 – Present	Associate Professor of Logistics, Michigan State University
2001 – 2009	Assistant Professor of Logistics Management, Air Force Institute of Technology
1998 – 2001	Graduate Research and Teaching Assistant, The Ohio State University
1989 – 1998	Logistics Plans Officer, U.S. Air Force

**PRIMARY RESEARCH INTERESTS**

Lean and agile logistics systems, social network impacts on supply chain management, reverse logistics, and the role of logistics in customer satisfaction and loyalty.

**PRIMARY TEACHING INTERESTS**

Logistics management, supply chain management, lean logistics and operations management.

**PEER REVIEWED PUBLICATIONS**

Fleming, Christopher L., Griffis, Stanley E., Bell, John E. (Forthcoming) “The Effects of Triangle Inequality on the Vehicle Routing Problem.” *European Journal of Operations Research*.

Porterfield, Tobin E., Macdonald, John R., Griffis, Stanley E., (Forthcoming) “An Exploration of the Relational Effects of Supply Chain Disruptions.” *Transportation Journal*.

Griffis, Stanley E., Rao, Shashank, Goldsby, Thomas J., Voorhees, Clay M., Iyengar, Deepak, (Forthcoming) “Linking Order Fulfillment Performance to Referrals in Online Retailing: An Empirical Analysis.” *Journal of Business Logistics*.

Griffis, Stanley E., Whipple, Judith, M., (Forthcoming) “A Comprehensive Risk Assessment and

Evaluation Model: Proposing a Risk Priority Continuum.” *Transportation Journal*.

Griffis, Stanley E., Bell, John E., Closs, David J., (2012) “Metaheuristics in Logistics and Supply Chain Management.” *Journal of Business Logistic*. 33(2), 90-105.

Griffis, Stanley E., Rao, Shashank, Goldsby, Thomas J., Niranjana, Tarikere T., (2012) “The customer consequences of returns in online retailing: An empirical analysis.” *Journal of Operations Management*. 30 (4), 282-294

Rao, Shashank, Griffis, Stanley E., Goldsby, Thomas J., (2011) “Failure to deliver? Linking online order fulfillment glitches with future purchase behavior.” *Journal of Operations Management*. 29 (7-8), 693-703.

Rao, Shashank, Goldsby, Thomas J., Griffis, Stanley E., Iyengar, Deepak (2011) “Electronic Logistics Service Quality (e-LSQ): Its impact on the customer’s purchase satisfaction and retention.” *Journal of Business Logistics*. 32 (2), 167-179.

Payne, G. Tyge, Moore, Curt B., Griffis, Stanley E., Autry, Chad W. (2011) “Multilevel challenges and opportunities in social capital research.” *Journal of Management*. 37 (2), 491-520.

Wilcox, William, Horvath, Philip A., Griffis, Stanley E., Autry, Chad W. (2011) “A Markov model of liquidity effects in reverse logistics processes: The effects of random volume and passage.” *International Journal of Production Economics*. 129 (1), 86-101.

Bell, John E., Griffis, Stanley E. Cunningham, William J., Eberlan, Jon (2011) “Location optimization of strategic alert sites for homeland defense.” *Omega, The International Journal of Management Science*, 39 (2), 151-158.

Bell, John E and Stanley E. Griffis (2010), “Swarm Intelligence: Application of the Ant Colony Optimization Algorithm To Logistics-Oriented Vehicle Routing Problems.” *Journal of Business Logistics*, 31 (2), 157-175.

Swartz, Stephen M., Stanley E. Griffis, and Matthew Cho (2009) “Behavioral Safety Programs: Are You Getting What You Thought?” *Journal of Transportation Management*, 20 (1), 21-34.

Autry, Chad W., Stanley E. Griffis (2008), “Supply Chain Capital: The Impact of Structural and Relational Linkages on Firm Execution and Innovation.” *Journal of Business Logistics*, 29 (1), 157-173.

Griffis, Stanley E., Thomas J. Goldsby, Martha C. Cooper, and David J. Closs (2007), “Aligning Logistics Performance Measures to the Information Needs of the Firm.” *Journal of Business Logistics*, 28 (2), 35-56.

Griffis, Stanley E., Thomas J. Goldsby (2007), “Transportation Management Systems: An Exploration of Progress and Future Prospects.” *Journal of Transportation Management*, 18 (1), 18-32.

Goldsby, Thomas J., Stanley E. Griffis and Anthony S. Roath (2006), “Modeling Lean, Agile, and Leagile Supply Chain Strategies.” *Journal of Business Logistics*, 27 (1), 57-80. **Winner – The Bernard J. LaLonde Award for Best Paper in JBL 2006**

Autry, Chad W., and Stanley E. Griffis (2005), "A Social Anthropology of Logistics Research: Exploring Productivity and Collaboration in an Emerging Science." *Transportation Journal*, 44 (4), 27-43.

Autry, Chad W., Stanley E. Griffis, Thomas J. Goldsby, L. Michelle Bobbitt (2005), "Warehouse Management Systems: An Initial Assessment, Empirical Analysis, and Research Agenda." *Journal of Business Logistics*, 26 (2), 165-183.

Griffis, Stanley, Martha C. Cooper, Thomas J. Goldsby and David J. Closs (2004), "Performance Measurement: Measure Selection Based Upon Firm Goals and Information Reporting Needs." *Journal of Business Logistics*, 25 (2), 95-118.

Griffis, Stanley E., Thomas J. Goldsby, and Martha C. Cooper (2003), "Web-Based and Mail Surveys: A Comparison of Response, Data and Cost." *Journal of Business Logistics*, 24 (2), 237-258.

### NON-REFEREED PUBLICATIONS

Goldsby, Thomas, J., Rao, Shashank, Griffis, Stanley E., 2012. "The Opportunities and Challenges of Online Retail Logistics: Reaching the World One Tiny Shipment at a Time." *Logistics Quarterly*, Winter 2011/2012, 46-47.

Melnyk, Steven A., Cooper, M. Bixby, Griffis, Stanley E., Macdonald, John, Phillips, Cheryl L.M. 2011. "Supplier Base Management: A New Competitive Edge" *Supply Chain Management Review*, 14 (4), 35-41.

Griffis, Stanley E., Martin, Joseph D., and Currie, Karen W. 1997. "Development and Analysis of a Dual-Role Fighter Deployment Footprint Logistics Planning Model" *Air Force Journal of Logistics*, 21 (1), pp 1-6.

### REFEREED CONFERENCE PROCEEDINGS

John E. Bell, Stanley E. Griffis, (2011) "Demand Patterns And Heuristic Algorithm Stability In The Vehicle Routing Problem," Annual Conference Proceedings, Decision Sciences Institute.

John E. Bell, Stanley E. Griffis, William J. Cunningham, Jon Eberlan (2010) "Location Analysis: A Strategic Network For Homeland Defense," Annual Conference Proceedings, Western Decision Sciences Institute. **Winner – Alpha Iota Delta, Western Decision Sciences Institute Best Paper Award.**

M. Bixby Cooper, Stanley E. Griffis, Steven A. Melnyk, Cheryl L. Phillips (2010) "Supplier Base Management: Managing the Whole, Not Just the Parts," Institute for Supply Management

Curt Moore, Chad Autry, Stanley E. Griffis, and G. Tyge Payne (2009) "The Social Construction Of Competitive Rivalry Through Ceremonial Visibility: The Dark Side Of Status," Annual Conference Proceedings, Southern Management Association

Curt Moore, Chad Autry, Stanley E. Griffis, and G. Tyge Payne (2008), "A Social Perspective on

Interorganizational Competitive Rivalry,” Annual Conference Proceedings, The Strategic Management Society.

Swartz, Stephen M., Stanley E. Griffis, and Matthew Cho (2007), “Aviation Safety Program Outcomes: When Successful Implementation Isn’t Enough,” Annual Conference Proceedings, The Production and Operations Management Society.

Griffis, Stanley E., and Chad W. Autry (2006), “Supply Chain Capital: How do Structure and Relationships Create Value for the Firm?” Annual Conference Proceedings, Society for Marketing Advances.

Steigelmeier, Adam, John T. Pope, Alan W. Johnson, Sharif Melouk, Stephan Brady, and Stanley E. Griffis (2006), “Discrete-Event Simulation Modeling for Air Force Reusable Military Launch Vehicle Evaluation,” Annual Conference Proceedings, Western Decision Sciences Institute

Bell, John E., Stanley E. Griffis (2005), “A Comparison of Algorithms for Logistics-Oriented Vehicle Routing Problems,” Annual Conference Proceedings, Western Decision Sciences Institute

Caltagirone, John A., Thomas J. Goldsby and Stanley E. Griffis (2002), How Logistics Information Systems are Changing the Rules, Annual Conference Proceedings, Council of Logistics Management: Oak Brook, IL.

## **WORK PRESENTED**

### ***International/National Meetings***

“Characterizing Disaster Resistance and Recovery Using Outlier Detection,” Presented April 2012 at 9<sup>th</sup> International Conference on Information Systems and Crisis Response and Management (ISCRAM), Vancouver BC Canada.

“Experimental Time Series Analysis: Bringing Experimental Design to the Study of Time Series,” Presented November 2011 at the Annual Conference of Decision Sciences Institute, Boston MA

“Demand Patterns And Heuristic Algorithm Stability In The Vehicle Routing Problem,” Presented November 2011 at the Annual Conference of Decision Sciences Institute, Boston MA

“The Development of a Time-Series Experimental Design” Presented on October 2011, to the 11th International Research Seminar on Supply Chain Risk Management (ISCRiM), University of North Texas, Denton TX.

“Development and Validation of a Relational Supply Chain Capital Measurement Scale” Presented in October 2011 at the 21<sup>st</sup> Supply Chain Management Educators Conference at the Council of Supply Chain Management Professionals, Philadelphia PA.

“Preparing to Publish and Flourish in Academia: From the Dissertation Forward “ Presented at the 2011 Council of Supply Chain Management Professionals Doctoral Student Symposium, October 2011.

“The Job Search Process” presented at the 6<sup>th</sup> Annual Logistics Doctoral Symposium held at The University of Tennessee, March 2011.

“Be Careful What You Wish For: Investigating the Balanced Outcome Enterprise”, presented in March 2011 at the Institute for Supply Management, 21st Annual North American Research Symposium, San Diego CA.

“Turning Your Dissertation into Publishable Research”, presented in September 2009 at the 19<sup>th</sup> Annual Doctoral Symposium at the Council of Supply Chain Management Professionals, Chicago IL.

“Developing a Research Stream” presented in March 2009 at the 5<sup>th</sup> Annual Logistics Doctoral Symposium held at Michigan State University

“To be Lean, Agile, or Both? Supply Chain Strategies under Demand Volatility,” Indiana Conference on Supply Chain Design, Kelley School of Business, Indiana University, Indianapolis IN, 2007

“Supply Chain Capital: Toward a Network Theory of Supply Chain Performance,” The Production and Operations Management Society, 2006.

“Lean Six Sigma, Challenges and Approaches to Implementation” presented to HQ USAF, Directorate of Installations and Logistics, The Pentagon, Washington DC, 2005.

“A Comparison of Algorithms for Logistics-Oriented Vehicle Routing Problems,” Presented at Western Decision Sciences Institute Annual Conference, Vancouver British Columbia, Canada, 2005.

“Modeling Lean and Agile Supply Chains in a Maquilladora,” presented at the Fisher College, The Ohio State University, Columbus OH, 2004.

“How Logistics Information Systems are Changing the Rules,” presented at the Council of Logistics Management Annual Conference, San Francisco, 2002.

“Deployment Footprint Planning Modeling for the Joint Strike Fighter”, Air Force Acquisition Logistics Managers Conference, 1997.

### ***Local Professional or Civic Organizations***

“Warehousing, Packaging and Materials Handling”, Guest lecturer in SCM 854, October 2011.

“Statistical Analysis of Simulation Output”, Guest lecturer in SCM 832, March 2011

“Relationship Management”, Guest lecturer in SCM 854, Fall 2010.

“Social Networks in Supply Chain Management”, Guest lecturer in MSC 930 (MSU Doctoral Seminar) March 2009.

### ***Professional Seminars/Executive Training***

“Transportation Management”, Steelcase Suppliers Conference, 2011.

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## IN THE POPULAR PRESS

Quoted in BusinessWeek Online story regarding retailer challenge of inventory stockouts, October 6, 2011. <http://www.bloomberg.com/news/2011-10-06/wal-mart-s-empty-shelves-erode-walton-s-legacy.html>

Quoted in National Public Radio story about Michigan economic revitalization. Aired September 26, 2011.  
[http://www.publicbroadcasting.net/wkar/news.newsmain?action=article&ARTICLE\\_ID=1855919](http://www.publicbroadcasting.net/wkar/news.newsmain?action=article&ARTICLE_ID=1855919)

## HONORS AND AWARDS

Winner of the *Alpha Iota Delta, Western Decision Sciences Institute Best Paper Award* (2010) for paper titled “Location Analysis: A Strategic Network For Homeland Defense” with John E. Bell, William J. Cunningham, and Jon Eberlan.

Selected for *Emerging Scholars Program POMS 2008 Conference*, La Jolla, CA.

Winner of Bernard J. La Londe Award, for *Best Paper in the Journal of Business Logistics* (2007) for paper titled “Modeling Lean, Agile, and Leagile Supply Chain Strategies” with Thomas J. Goldsby, and Anthony S. Roath.

Runner up, *Donald J. Bowersox Award for Best Logistics and Supply Chain Paper*, Society of Marketing Advances Annual Conference, 2006. For paper titled “Supply Chain Capital: How do Structure and Relationships Create Value for the Firm?”, with Chad W. Autry.

Winner of *Supply Chain Management Research Council Doctoral Dissertation Proposal Award*, University of Arkansas, Sam M. Walton College of Business, Presented at Council of Logistics Management (CLM) Annual Conference, 2001

## FUNDING OBTAINED

\$49,780 (2011) – Sole Investigator – Leading Edge Supply Chains  
\$35,750 (2009) – Sole Investigator – Trends in Leading Edge Supply Chains  
\$30,000 (2005) – Co-Principle Investigator – Customer Relationship Management research.  
\$15,000 (2004) – Co-Principle Investigator – Research of reusable space vehicles logistics.  
\$44,000 (2003) – Co-Principle Investigator – Develop lean practices assessment.  
\$20,000 (2002) – Principle Investigator – Research on supply chain technology systems.

## TEACHING EXPERIENCE

Has taught a variety of business courses including (in order from most recent):

Courses Taught - MSU Position

- Supply Chain Technology and Applications (SCM 855 – MBA)
- Supply Chain Logistics (SCM 827 – MBA)
- Logistics and Transportation (SCM 373 – Undergraduate)
- Logistics System Analysis (SCM 878 – MS SCM)
- Supply Chain Management – Strategy and Application (SCM 879 – MS SCM)

### Courses Taught - Non-MSU Teaching

- Supply Chain Management, Bordeaux School of Management, Bordeaux France, Fall 2011.

### Previous Positions:

#### Air Force Institute of Technology (2001 – 2008)

- Supply Chain Management: Technology and Applications
- Lean Operations Management
- Research Methods
- Reliability and Maintainability Engineering
- Introduction to Logistics Management
- Seminar in Current and Emerging Topics in Logistics and Supply Chain Management
- Simulation & Heuristics in Modeling
- Logistics Information Management Systems
- Repairable Inventory Theory
- Service Operations Management
- Logistics Modeling

#### The Ohio State University (1998 – 2001)

- Introduction to Business Logistics

All teaching experiences involved acting as the primary instructor with full responsibility for course development, text selection, syllabus development, lecture preparation, assignments, grading and student consultation.

### **EXECUTIVE EDUCATION TEACHING**

“Supply Chain Planning”, Logistics in Supply Chain Management Executive Seminar – Exec Ed 2012.

“Supply Chain Network Design”, U.S. Army Tank Command, Detroit Arsenal, Winter 2012.

“Supply Chain Network Design”, Kellogg’s Corporation Week-long Seminar, Fall 2011.

“Supply Chain Network Design”, West Michigan Certificate Program, Fall 2010, 2011, 2012.

“Relationship Management”, Logistics in Supply Chain Management Executive Seminar – Exec Ed 2010, 2011, 2012

“Supply Chain Simulation: LOGA”, Logistics in Supply Chain Management Executive Seminar – Exec Ed 2009, 2010, 2011, 2012

“Supply Chain Integration” West Michigan Certificate Program, Fall 2010.

“Network Relationships” Panelist at Executive Summit III – Michigan State University, 2010

### **PROFESSIONAL AND SERVICE ACTIVITIES**

- Co-Chair – Education Strategies Committee, Council of Supply Chain Management Professionals, 2011 - Present
- Director – MSU Graduate Supply Chain Challenge, 2010 - Present
- Chair – Doctoral Dissertation Proposal Award, Society of Logistics Engineers, 2007 – 2011
- Member – MSU University Council on Graduate Studies, 2011 - 2013
- Member – MSU Military Education Advisory Committee, 2011 - 2013
- Member – Broad Graduate School of Management MBA Curriculum Committee, 2011 – 2012
- Editorial Review Board – Journal of Business Logistics, 2010 - Present
- Editorial Review Board – Journal of Transportation Management, 2010 - Present
- Editorial Advisory Board – Int’l Journal of Physical Distribution and Logistics, 2011 – Present
- Review Board – Journal of Supply Chain Management, 2010 - Present
- Reviewer – Journal of Operations Management, 2010 – Present
- Reviewer – European Journal of Operations Research, 2010 - Present
- Reviewer – Journal of Business Logistics, 2004 – Present
- Reviewer – International Journal of Logistics Management, 2007 – 2009, 2011 – Present
- Reviewer – International Journal of Physical Distribution and Logistics Management, 2011 -- Present
- Reviewer – Western Decision Sciences Institute, 2004 – 2006, 2009 – Present
- Member – CSCMP Supply Chain Certificate Subcommittee, 2011 – 2012
- Member – CSCMP Logistics & Supply Chain Management Branding Subcommittee, 2011 – 2012
- Member – Education Strategies Committee, Council of Supply Chain Management Professionals, 2010 – Present
- Member – CSCMP Practitioner-Academic Research Subcommittee, 2011 – 2012
- Member – Logistics Doctoral Committee, 2009 – Present
- Member – Broad School Dean’s Task Force on Full Time MBA Program, 2010 - 2011
- Panelist – Logistics Doctoral Symposium, 2009, 2011
- Member – Faculty Search Committee, Supply Chain Department, 2010, 2011
- Member – University Graduate Council, 2010 - 2011
- Co-Track Chair – Western Decision Sciences Annual Conference, 2010, 2011, 2012
- Panelist – Doctoral Colloquium Series in Supply Chain Management, 2010
- Session Chair – CSCMP Educators Conference, 2009
- Panelist – CSCMP Doctoral Symposium, 2009, 2011
- Co-Track Chair, Supply and Value Chain Networks, Annual POMS Conference, 2008, 2009
- Reviewer – Academy of Marketing Science Conference, 2008
- Reviewer – Society for Marketing Advances, 2005 – 2007
- Reviewer – CSCMP Educators Conference, 2006, 2009
- Reviewer – Society of Logistics Engineers, Doctoral Dissertation Proposal Award, 2003 – 2006
- Program Director – Masters of Logistics Management Program, 2002 – 2005; 2007 – 2008
- Class Advisor – Masters of Logistics Management Program, 2002 – 2005; 2007 – 2008
- Class Advisor – Graduate in Logistics Management Program, 2001 – 2003
- Member – Department of Operational Sciences Awards Committee, Air Force Institute of Technology, 2002 – 2005, 2008
- Member – Department of Operational Sciences, Graduate Operational Sciences Program Curriculum Committee, Air Force Institute of Technology, 2003 – 2004
- Reviewer – Journal of Business Logistics, 2004 – 2010
- Reviewer – Academy of Marketing Science Conference, 2008
- Reviewer – Society for Marketing Advances, 2005 – 2007
- Reviewer – CSCMP Educators Conference, 2006, 2009
- Reviewer – Society of Logistics Engineers, Doctoral Dissertation Proposal Award, 2003 – 2006



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- Program Director – Masters of Logistics Management Program, 2002 – 2005; 2007 – 2008
  - Class Advisor – Masters of Logistics Management Program, 2002 – 2005; 2007 – 2008
  - Class Advisor – Graduate in Logistics Management Program, 2001 – 2003
  - Member – Department of Operational Sciences Awards Committee, Air Force Institute of Technology, 2002 – 2005, 2008
  - Member – Department of Operational Sciences, Graduate Operational Sciences Program Curriculum Committee, Air Force Institute of Technology, 2003 – 2004

## **PROFESSIONAL AFFILIATIONS**

Council of Supply Chain Management Professionals (CSCMP)

American Society of Transportation and Logistics (AST&L)

Production Operations Management Society (POMS)

Decision Sciences Institute (DSI)