

# Wiljeana Jackson Glover, Ph.D.

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## ACADEMIC POSITIONS

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**Babson College, Technology, Operations, and Information Management Division**, Babson Park, MA  
Stephen C. and Carmella R. Kletjian Foundation Distinguished September 2020-present

Professor of Global Healthcare Entrepreneurship  
Fischer Family Term Chair for Healthcare Management September 2019-August 2020  
Associate Professor January 2019- present  
Assistant Professor August 2013-December 2018  
Co-Lead, Operations Management Concentration Fall 2015-present

**Babson College, Kerry M. Healey Center for Global Healthcare Entrepreneurship**, Babson Park, MA  
Founding Faculty Director March 2020-present

**Babson College, Schlesinger Fund for Global Healthcare Entrepreneurship**, Babson Park, MA  
Faculty Director August 2015-June 2019

**Massachusetts Institute of Technology (MIT), Sociotechnical Systems Research Center**, Cambridge, MA  
Research Affiliate August 2013-May 2016  
Postdoctoral Associate May 2010–August 2013

**Boston Univ. School of Public Health, Department of Health Policy & Management**, Boston, MA  
Adjunct Professor August 2012-May 2013

**Virginia Tech, Department of Industrial and Systems Engineering**, Blacksburg, VA  
Graduate Research Assistant August 2007–May 2010

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## EDUCATION

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**Virginia Polytechnic Institute and State University (Virginia Tech)**, Blacksburg, VA  
Ph.D. in Industrial and Systems Engineering May 2010  
M.S. in Industrial and Systems Engineering, Management Systems Concentration December 2007

**Georgia Institute of Technology (Georgia Tech)**, Atlanta, GA  
B.S. in Industrial and Systems Engineering May 2005

**Albany State University**, Albany, GA  
B.A. in Mathematics December 2005

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## RESEARCH INTERESTS

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I study improvement and innovation practices and their resultant, sometimes conflicting, outcomes in healthcare settings. I conduct research studies and innovation projects with healthcare startups and NGOs, hospital systems, and clinics in the U.S., Mexico, Israel, South Africa, Uganda, and Haiti. I employ mixed methods research including interviews, questionnaires, available historical data, qualitative analysis and multilevel, multivariate research design and statistical methods. I also have an extensive background in studying the effectiveness of process improvement methodologies in healthcare settings, i.e., lean and quality improvement, and view my work in healthcare innovation as an extension of these earlier process-orientated improvement practices.

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## AWARDS AND RESEARCH GRANTS

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### **Awarded**

Glover, W. (2020) Poets & Quants 2020 Best Undergraduate Professors in the U.S.,

<https://poetsandquantsforundergrads.com/2020/11/24/2020-best-undergraduate-professors-wiljeana-jackson-glover-babson-college/>

Glover, W. (PI), Wong, R., and Pierre, C. (2020). “Babson College/University of Global Health Equity Global Healthcare Entrepreneurship Exchange.” In review with McGovern Foundation (\$100,000)

Glover, W. (2018) Recipient of the 2018 Lewis Institute Changemaker Faculty Award, Babson College.

Glover, W. (2018) “Achieving Innovation in Uncertainty: Examining the Role of Autonomy and Goal Orientation in Hospitals.” Babson Faculty Research Fund Grant (\$12,500).

Glover, W., Galarneau, C., Johansen, E., Obounou, R., and Fuhtong, J. (2018) “World Health Day.” Babson-Olin-Wellesley Presidential Innovation Grant (\$7,500).

Glover, W. (2017) Healthcare System Innovation in Haiti. Babson Faculty Research Fund Mini-Grant (\$2,500).

Glover, W. (2016) Improving Quality through Integration in a Hospital Setting: A Human Systems Integration Approach. Babson Faculty Research Fund Summer Stipend (\$12,000).

Naveh, E., Lei, Z., and Glover, W. (2015-2017) ERRSPITALS A knowledge transfer and sharing action for developing a new integrative approach to mitigating errors in hospitals: Resolving tensions in error research. Submitted to the Marie Skłodowska-Curie Research and Innovation Staff Exchange (RISE) Call: H2020-MSCA-RISE-2015. Awarded on August 2015 \$180,000 Euro. Babson serving as U.S. Partner (no funding for US Partners on EU grants).

Carroll, J., Glover, W., Naveh, E., and Goldfract, M. (2012-2015). Integrated Care for Mental Health in Israel. MIT International Science and Technology Initiatives Global Seed Funds (\$20,000).

Glover, W. (2012-2013) Patient Navigators in Diabetes Services: System Implications and Recommendations. Honorarium via Boston Medical Center (\$12,000).

Glover, W. (2011) Best Dissertation Award, American Society of Engineering Management.

Nightingale, D., Carroll, J., Glover, W., Kenley, B., Naveh, E., and Srinivasan, J. (2011–2014) Post Traumatic Stress Innovations: U.S. Military Enterprise Analysis. U.S. Army Medical Research and Materiel Command USAMRMC Number: 11126005 (\$8 M).

Van Aken, E., Doolen, T., and Glover, W. (2009–2010) NSF Graduate Research Supplement to Broaden Participation. National Science Foundation Design and Manufacturing Innovation NSF–DMI 0451512 (\$39,162).

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## PUBLICATIONS

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### **Peer Reviewed Published Journal Articles**

1. Glover, W., Nissinboim, N. and Naveh, E. (2020) Examining Innovation in Hospital Units: A Complex Adaptive Systems Approach. *BioMed Central (BMC) Health Services Research*. Vol. 20: 554. Impact Factor: 1.93.
2. Aleu, F., Van Aken, E., Cross, J., and Glover, W. (2018) Continuous improvement projects within Kaizen: critical success factors in hospitals. *The TQM Journal*. Vol. 30 Issue 4, pp. 335-355. Impact Factor: 1.18
3. Horný, M., Glover, W., Gupte, G., Saraswat, A., Vimalananda, V., Rosenzweig, J. (2017) Patient navigation to improve diabetes outpatient care at a safety-net hospital: a retrospective cohort study. *BioMed Central (BMC) Health Services Research*. Volume 17:759 Impact Factor: 1.854.

4. Glover, W., Li, Q., Naveh, E., and Gross, M. (2017) Improving Quality through Integrative Practices in a Hospital Setting: A Human Systems Integration Approach. *IEEE Transactions on Engineering Management*, Volume 64, Issue 3, pp. 365 – 376 Impact Factor: 1.188.
5. Novikov, Z., Glover, W., Trepman, P. Naveh, E. and Goldfract, M. (2016) Integrating Primary and Secondary Care: Operational Differences between Diabetes and Mental Healthcare Integration in Israel. *Healthcare Management Review*, Volume 41, Issue 2, pp. 113-126 Impact Factor: 1.642.
6. Glover, W., Plmanabhan, J., Rhodes, D., and Nightingale, D. (2015) Architecting the Future U.S. Military Psychological Health Enterprise via Policy and Procedural Analysis. *Military Medicine*, Volume 180, Issue 8, pp. 898-909. Impact Factor: 1.061.
7. Glover, W., Farris, J., and Van Aken, E. (2015) The relationship between continuous improvement and rapid improvement sustainability. *International Journal of Production Research*, Volume 53, Issue 13, pp. 4068-4086. 4 <http://www.tandfonline.com/doi/full/10.1080/00207543.2014.991841>. Impact Factor: 1.323.
8. Liu, W., Asio, S., Cross, J., Glover, W., and Van Aken, E. (2015), "Understanding team mental models affecting Kaizen event success", *Team Performance Management*, Volume 21, Issue 7/8 pp. 361 - 385 <http://dx.doi.org/10.1108/TPM-03-2015-0012>
9. Glover, W., Farris, J., and Van Aken, E. (2014) Kaizen Events: Assessing the Existing Literature and Convergence of Practices. *Engineering Management Journal*. Volume 26, Issue 1, pp. 39-61.
10. Glover, W., Farris, J., Van Aken, E., and Doolen, T. (2013). Kaizen Event Result Sustainability for Lean Enterprise Transformation. *Journal of Enterprise Transformation*. Special Issue: Lean Enterprise Transformation, Volume 3, Number 3, pp. 136-160.
11. Wang, J., Glover, W., Rhodes, A., and Nightingale, D. (2013). A Conceptual Model of the Psychological Health System for U.S. Active-Duty Service Members: An Approach to Inform Leadership and Policy Decision Making. *Military Medicine*, Volume 178, Number 6, pp. 596-606. Impact Factor: 1.061.
12. Glover, W., Liu, W., Farris, J., and Van Aken, E., (2013) Characteristics of Effective Kaizen Event Programs: An Empirical Study. *International Journal of Operations and Production Management*, Volume 33, Number 9. pp. 1166-1201. Impact Factor: 1.812.
13. Glover, W., Farris, J., Van Aken, E., and Doolen, T. (2011), Critical Success Factors for the Sustainability of Kaizen Event Human Resource Outcomes: An empirical study. *International Journal of Production Economics*, Volume 132, pp. 197–213. Impact Factor: 2.068.
14. Van Aken, E., Farris, J., Glover, W., and Letens, G. (2010), A Framework for Designing, Managing and Improving Kaizen Event Programs. *International Journal of Productivity and Performance Management*, Volume 59 Issue 7, pp.641 – 667. Impact Factor: 1.025.

#### **Editor Reviewed Articles**

1. Davenport, T. and Glover, W. (2018) Artificial Intelligence and the Augmentation of Healthcare Decision Making. Accepted to *New England Journal of Medicine (NEJM) Catalyst*. June 2018. <https://catalyst.nejm.org/ai-technologies-augmentation-healthcare-decisions/>
2. Glover, W. (2018). Scaling and Sustaining Healthcare Innovation: Insights from a U.S./Ugandan Partnership. Babson Insight. January 2018. <http://www.babson.edu/executive-education/thought-leadership/strategy-innovation/Pages/scaling-and-sustaining-healthcare-innovation.aspx>

#### **Case Studies**

1. Stoddard, D., Glover, W., and Mancha, R. (2020) Beyond Wireless: Saving Lives, One Degree at a Time. Babson Case Collection/Harvard Business Publishing.

#### **Under Review**

1. Glover, W., Lei, Z., and Naveh, E., A compassion-centric behavioral agency perspective for organizations in times of crisis. Under Review at *Academy of Management Perspectives*.

### **Working Papers, Cases, and Projects**

2. Glover, W., Obounou, R., and Barthélemy, E., Healthcare Delivery Innovation Solution Sets: A Multi-Case Study of Healthcare Systems in Haiti.
3. Glover, W., Crocker, A., and Brush, C., Defining Global Healthcare Entrepreneurship.
4. Novikov, Z, Glover, W. Hashmi, N., Singer, S., and Vogus, T., Improvisation in Hospitals in Response to COVID-19
5. Glover, W., Hendricks-Sturup, R., and Eseonu, C. Designing Engineering Systems for Ethical Behavior: The Case of Health Systems.

### **Refereed Conference Articles**

1. Stoddard, D. and Glover, W. (2018) Beyond Wireless. *United States Association for Small Business and Entrepreneurship Conference (USASBE)*. Los Angeles, CA, January 10-14.
2. Aleu, F., Van Aken, E., Cross, J., and Glover, W. (2017) Determinants of Goal Achievement for Continuous Improvement Projects in Hospitals. *Proceedings of the 2017 Industrial Engineering Research Conference*, Pittsburg, PA, May 20-23, CD-ROM. (\*Engineering Management Track Best Paper)
3. Glover, W. and Bailey, J. (2016) Comparing Lean and Design Thinking: A Human Systems Integration Approach. *Proceedings of the 2016 Industrial Engineering Research Conference*, Anaheim, CA, May 21-24, CD-ROM.
4. Novikov, Z., Glover, W., Goldfract, M., and Naveh, E. (2015) How do integrative practices influence patient centered care? An exploratory study comparing diabetes and mental health care. *Academy of Management Conference*, Healthcare Management Division, Vancouver, BC, Canada, August 7-11.
5. Blank, T., Glover, W., Naveh, E. (2014) Achieving Radical Innovation under Time Pressure: Stop & Think and Exploration. *Academy of Management Conference*, Technology and Innovation Management Division, Philadelphia, PA, August 2-5.
6. Glover, W., Poopunsri, T., and Hurley, R. (2014) Applying Lean to Non-Profit Organizations: A Food Bank Case Study. *Proceedings of the 2014 Industrial Engineering Research Conference*, Montreal, QC, May 18-22, CD-ROM.
7. Wood, D., Pfothenauer, S., Glover, W., and Newman, D. (2013) Disruptive Innovation in Public Service Sectors: Ambidexterity and the Role of Incumbents. *Proceedings of the 2013 European Conference of Innovation and Entrepreneurship*, September 19-20, CD-ROM.
8. Li, Q., Glover, W., Naveh, E., and Gross, M. (2013) Improving Departmental Quality with Interdepartmental Integration in Hospitals. *Proceedings of the 2013 Industrial Engineering Research Conference*, San Juan, PR, May 18-22, CD-ROM. (\*Engineering Management Track Best Paper)
9. Pagani, P. and Glover, W. (2013) Describing Systems of Systems: Preliminary Comparison of the Literature to Current State Practices. *Proceedings of the 2013 Industrial Engineering Research Conference*, San Juan, PR, May 18-22, CD-ROM.

10. Glover, W. (2011), "Soft Skills" in Healthcare Teams and Enterprises. Position Paper for the Soft Skills – What You Haven't Been Told about Delivering Successful Systems Panel. *Proceedings of the 2011 International Council on Systems Engineering International Symposium*, June 21–23, CD-ROM.
11. Wang, J., Kamin, C., and Glover, W. (2011), A Review of Systems and Improvement Approaches for Psychological Healthcare. *Proceedings of the 2011 Industrial Engineering Research Conference*, Reno, NV, May 21–25, CD-ROM.
12. Glover, W., Kamin, C., Wang, J., Srinivasan, J., Kenley, B., and Nightingale, D., (2011), Continuum of Care for Post-Traumatic Stress in the US Military Enterprise. *Proceedings of the 2011 Society of Health Systems Conference*, Orlando, FL, February 17–19, CD-ROM.
13. Glover, W., Farris, J., Van Aken, E., and Doolen, T. (2010), Sustaining Technical System Outcomes from Kaizen Events. *Proceedings of the 2010 American Society for Engineering Management Conference*, Fayetteville, AR, October 13–16, CD-ROM.
14. Glover, W., Farris, J., Van Aken, E., Doolen, T., and Worley, J. (2010), Sustaining Human Resource Outcomes from Kaizen Events. *Proceedings of the 2010 Industrial Engineering Research Conference*, Cancun, MX, June 6–9, CD-ROM. (\*Engineering Management Track Best Paper)
15. Glover, W. (2009), Evaluating the Psychometric Properties of Survey Measures for Kaizen Event Post-Event Factors. *Proceedings of the 2009 American Society for Engineering Management Conference*, Springfield, MO, October 14–17, CD-ROM.
16. Liu, W., Farris, J., Glover, W., and Van Aken, E. (2009), Perceptions of Determinants of Kaizen Event Effectiveness: A Comparison Between Facilitators and Team Member Responses. *Proceedings of the 2009 American Society for Engineering Management Conference*, Springfield, MO, October 14–17, CD-ROM.
17. Glover, W., Van Aken, E., Creehan, K., and Skevington, J. (2009), Using Lean Techniques to Improve Turnaround Time and First Case Starts in the Operating Room: A Case Study. *Proceedings of the 2009 Society of Health Systems Conference*, Chicago, IL, April 1–4, CD-ROM.
18. Glover, W. (2008), Assessing the Maturity of the Kaizen Event Research Literature. *Proceedings of the 2008 American Society for Engineering Management Conference*, West Point, NY, November 12–15, CD-ROM.
19. Devens, B., Glover, W., and Liu, W. (2008), Qualitative Analysis of Contributors and Obstacles to Kaizen Event Success: A Preliminary Analysis of Team Member Perceptions. *Proceedings of the 2008 American Society for Engineering Management Conference*, West Point, NY, November 12–15, CD-ROM.
20. Chearskul, P., and Glover, W. (2008), Defining and Assessing Key Practices in the Effective Use of Performance Measurement Systems: A Case Study. *Proceedings of the 2008 American Society for Engineering Management Conference*, West Point, NY, November 12–15, CD-ROM. (\*ASEM Merl Baker Award)
21. Glover, W., Hunter, S., Farris, J. Van Aken, E., and Triantis, K. (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, CD-ROM.
22. Glover, W., Farris, J., Van Aken, E., Doolen, T., 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, CD-ROM. (\*Engineering Management Track Best Paper)
23. Glover, W. (2007), Assessing the measurement of business performance and cultural changes from Kaizen events. *Proceedings of the 2007 American Society for Engineering Management Conference*, Chattanooga, TN, November 8–10, CD-ROM.

#### Teaching Notes

1. Glover, W. and Barnard, G. (2015). CURE Hydrocephalus: Setting a Course for Sustainability. Teaching Note. BAB306-PDF-ENG (TN). Submitted

2. Glover, W. and Barnard, G. (2015). SQUAD in Uganda: Surgical Quality Assurance Database (A). Teaching Note. BAB303-PDF-ENG (TN). Submitted.

### Technical Reports and other Materials

1. Chearskul, P., Glover, W., and Van Aken, E. (2009). "Assessment of Danaher Performance Review Process," Blacksburg, Virginia: *Virginia Polytechnic Institute and State University, Department of Industrial and Systems Engineering, Technical Report 09D-01*, January 2009 (16 pages).
2. Glover, W., Farris, J., Van Aken, E., and Creehan, K. (2008), *Designing Successful Kaizen Event Programs, Created for the Center for High Performance Manufacturing*, Virginia Tech (176 pages).

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## POPULAR PRESS COVERAGE AND BLOGS BY ME OR ABOUT MY WORK

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Crawford, John (2020), "Babson Students Offer Help as Health Care Turns to Telemedicine"  
<https://entrepreneurship.babson.edu/students-help-telemedicine/>

Nicole Baldassarre (2019). "Innovation Inspiration: Babson College," <https://blog.targetx.com/blog/innovation-inspiration-babson-college>

Crawford, John. (2018). "Coming Together to Address a Drastic Need,"  
<http://magazine.babson.edu/2018/05/15/coming-together-to-address-a-drastic-need/>

Crawford, John. (2018). "Small Talk with Wiljeana Glover," <http://magazine.babson.edu/2018/02/15/small-talk-with-wiljeana-glover/>

Chmura, Michael. (2016). "Babson Hosts HUBweek Forum For Global Health Innovation."  
<http://blogs.babson.edu/leadership/2016/09/26/babson-hosts-hubweek-forum-for-global-health-innovation/>

CAMTech. (2016) "CAMTech Uganda Global Surgery Hack-a-Thon."  
<http://www.globalhealthmgh.org/camtech/portfolio-item/572/>

Sweeny, Shannon. (2016) Babson Participates in Global Surgery Hack-a-thon in Mbarara, Uganda  
<http://blogs.babson.edu/news/2016/09/09/babson-participates-in-global-surgery-hack-a-thon-in-mbarara-uganda/>

Glover, Wiljeana. (2016) "A Doctor, An Engineer, and an Entrepreneur Walk Into A Surgical Suite." Babson/The Lewis Institute Blog Series. <http://blogs.babson.edu/social/2016/08/24/a-doctor-an-engineer-and-an-entrepreneur-walk-into-a-surgical-suite/>

Kirk, Ashlyn. (2016). "Ending hunger with lean." *Industrial and Systems Engineering Magazine*, Volume 48 Issue 5.

Knight, Rebecca. (2014). "A carmaker's tricks oils non-profit wheels." *Financial Times*, Business Education, September 28. <http://www.ft.com/cms/s/2/bb11c930-e80c-11e3-b923-00144feabdc0.html#axzz4C9Hjhoiz>

MIT International Science and Technology Initiatives. (2014) "Notes from the Field. <http://misti.mit.edu/post-doc-wiljeana-glover-explores-health-care-reform-israel-researchers-technion>

Babson Blogs (2014-2016): Lean for Social Innovation Blog Series. 15 total posts: five from Glover, W., 7 from students, 2 from TSSC, 1 from client organization. <http://blogs.babson.edu/social/tag/lean-for-social-innovation/>

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## GRADUATE STUDENT SUPERVISION

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### Ph.D. Student Committee Memberships

- Kimberly Harry, Industrial and Systems Engineering, Virginia Tech. "Kaizen Events in Hospitals." (Chair: Eileen M. Van Aken) 2019-present

- Fernando Gonzalez Aleu, Industrial and Systems Engineering, Virginia Tech. “An Empirical Investigation of Improvement Projects in Healthcare,” (Chair: Eileen M. Van Aken), graduation date December 2016.

### **MBA Graduate Assistants Supervised**

Aarti Mohan Rao (2018-2019), Meghna Gvalani (2014-2016), Matthew Howard (2015-2017), and Augustus Barber (2016-present)

- Managed relationships between client organizations for Lean for Social Innovation/Scaling Lean Ventures Course.

Jeff Levine (2019-2020) and Sthuthi Jebaraj (2016-2018)

- Supports global health innovation framework study and global healthcare entrepreneurship events.

Thanapol Poopunsri (2014)

- Supported development of Lean for Social Innovation course. Collected data that are included in the conference paper, Applying Lean to Non-Profit Organizations: A Food Bank Case Study.

### **S.M. and M.S. Theses Supervised**

Jayaprasad Plmanabhan, System Design and Management, Massachusetts Institute of Technology

- A More Quantitative & Focused Approach towards Enterprise Architecting: An Empirical Example of the U.S. Military Mental Health System (Co-chair: Donna Rhodes), graduation date June 2014.

Paolo Pagani, Management and Industrial Engineering, Carlo Cattaneo – LIUC University

- “The Impact of Inter-Program Office Social Capabilities on the Performance of Systems of Systems,” (Co-chair: Tommaso Rossi), graduation date April 2013.

Cody Kamin, Technology and Public Policy, Massachusetts Institute of Technology

- “Integration and the Performance of Large-scale Health Enterprises: Case Studies of Psychological Health Delivery Systems in the U.S. Military,” (Co-chair: Deborah Nightingale), graduation date June 2012.

Judy Wang, Technology and Public Policy, Massachusetts Institute of Technology

- “The Impact of Individual-, Unit-, and Enterprise-Level Factors on Psychological Health Outcomes: A System Dynamics Study of the U.S. Military,” (Co-chair: Deborah Nightingale), graduation date August 2011.

### **Undergraduate Honors Thesis Supervised**

- Nicole Yapijakis, Babson College, “Understanding the Health Tech Startup Entrepreneurial Process through Goal Setting

### **Other Graduate Students Supported**

- Noa Nissinboim, Israel Institute of Technology
- Zhanna Novikov, Israel Institute of Technology
- Tali Hadasa Blank, Israel Institute of Technology

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## **TEACHING EXPERIENCE AND LEADERSHIP**

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### **Instructor of Record, Graduate Program, Experiment to Scale MOB 7503**

Pfizer Certificate of Advanced Management, Olin School of Business, Babson College, Babson Park, MA

- Designed course. This blended, experiential learning course applies multiple experimentation techniques, including lean, lean start-up, agile, and design to improve a real challenge within the student’s work area. Developed blended course outline and materials. Delivered all lectures. Administered and graded all projects and assignments.
- Overall Teaching Effectiveness Score (1=highest, 5=lowest):
  - Spring 2019 (One section—Pfizer Inc.: 18 students): 1.57
  - Summer 2020 (One section—Pfizer Inc.: 15 students): not assessed

### **Instructor of Record, Undergraduate Program, Scaling Lean Ventures MIS 3535**

Technology, Operations, and Information Management, Babson College, Babson Park, MA

- Designed course. Identified real-world experiential projects and coached students to implement lean changes in social sector organizations. Developed course outline and materials. Delivered all lectures. Modified in-class experiential simulations. Administered all exams and homework assignments
- Overall Teaching Effectiveness Score (1=highest, 5=lowest):
  - Spring 2015 (One section: 15 students): 1.3

- Spring 2016 (One section: 12 students): 1.33
- Fall 2018 (One section: 21 students): 2.15
- Fall 2019 (One section: 25 students): 1.3
- Spring 2020 (One section: 25 students): not assessed

**Instructor of Record, Undergraduate Program, Technology and Operations Management OEM 2312**

Technology, Operations, and Information Management, Babson College, Babson Park, MA

- Delivered all lectures, modified existing course lecture materials, created in-class experiential activities, and administered all exams and homework assignments
- Average Overall Teaching Effectiveness Score (1=highest, 5=lowest):
  - Fall 2013 (One section: 40 students): 1.7
  - Spring 2014 (Three sections: 40 students each): 1.7
  - Spring 2015 (One section: 12 students): 1.4
  - Fall 2015 (Three sections: ~40 students each): 1.53
  - Fall 2016 (Two sections: ~40 students each): 1.34
  - Spring 2017 (One section: 36 students): 1.29
  - Fall 2017 (Two sections: ~40 students each): 1.67
  - Fall 2018 (One section: ~40 students): 1.95
  - Spring 2019 (One section: 11 students): 1.55
  - Fall 2019 (One section: ~40 students each): 1.61
  - Spring 2020 (One section: 20 students): not assessed

**Executive Education Instructor, Resilience Thinking for Gender Equity**

Greater Boston Chamber of Commerce, All in for Advancement Program  
Babson Executive Education, Babson Park, MA

May 2020

- Program sponsored by Comcast and Workhuman. Designed and taught resilience thinking and scenario planning content for senior leaders and mid-career professionals; Delivered content via lecture and short activities (1 hour; 60 registrants)

**Executive Education Instructor, Design Thinking for Radiology**

Radiology Leadership Institute, American College of Radiology  
Babson Executive Education, Babson Park, MA

September 2018

- Designed and taught design thinking content specific to healthcare professionals; developed small group/breakout session facilitator guides and supported facilitators. Delivered content via lecture, short activities, and team-based design exercise. (3.5 hours; 111 students)

**Executive Education Instructor**

**Operations for Entrepreneurs: Design Thinking and Lean**

Summers 2017- 2019

Babson Build

Babson Executive Education, Babson Park, MA

- Modified design thinking, lean start-up and process flow analysis materials, including several in-class experiential activities and facilitated learning (Three 3 hour sessions; ~60 students each).

**Executive Education Instructor**

Summers 2016-2020

**Operations Boot Camp Session**

Launch And Grow: The Kenyan Women's Entrepreneurial Leadership Program

Babson Executive Education, Babson Park, MA

- Developed lean start-up and process flow analysis materials, including in-class experiential activity and facilitated learning (1.5 hour session; ~15 participants).

**Executive Education Instructor**

Annually 2018-2021

**Lean Startup and Management**

African Women's Entrepreneurship Cooperative

Center for Global Enterprise, New York, NY

- Developed lean start-up and management materials, delivered in an online content. Reviewed and provided feedback on assignments (1 hour session with follow-up: ~100 participants).

**Study Abroad Leader and Facilitator**

Summer 2016

Wiljeana J. Glover

## Global Surgery Hack-a-Thon

Schlesinger Fund for Global Healthcare Entrepreneurship, Babson College, Babson Park, MA

- Started partnership between Babson College and Massachusetts General Hospital's Center for Affordable Medical Technologies Uganda program.
- Organized pre-trip and in-country entrepreneurship and innovation content for trip for four graduate students and four undergraduate students to Entebbe, Kampala, and Mbarra, Uganda. Students participated on global surgery product and system design teams with Ugandan students and clinicians. Babson students developed innovations and were among the top placing teams (first and third place).

## Instructor of Record

Fall 2012 and Spring 2013

Operations Management in Healthcare PM832

Department of Health Policy and Management, School of Public Health, Boston University, Boston, MA

- Extensively modified existing course syllabus, course cases, and lecture materials, delivered all lectures, and create and administer all assignments
- Class Size: 18 for Fall 2012, 24 for Spring 2013

## Instructor of Record

Engineering Economy ISE 2014

Summer I and Summer II 2008

Department of Industrial and Systems Engineering, College of Engineering, Virginia Tech, Blacksburg, VA

- Delivered all lectures, extensively modified existing course lecture materials, created and administered all exams and homework assignments, and supervised graduate student teaching assistants
- Summer I Overall Teaching Evaluation Rating: 3.7/4.0 Class Size: 39
- Summer II Overall Teaching Evaluation Rating: 3.9/4.0 Class Size: 16

## Guest Lectures

- Operations Management in Healthcare PM832 (Boston University School of Public Health) Fall 2011
- Integrating the Lean Enterprise ESD61 (MIT) Fall 2011 & 2012
- Enterprise Architecting ESD.38J/16.855J (MIT) Spring 2011
- Mgt. of Change, Innovation, and Performance in Org. Systems I ISE 5015 (Virginia Tech) Fall 2009

## Graduate Student Instructor

Summer 2007

Engineering Exploration, Student Transition Engineering Program

Delivered all lectures, administered all homework assignments and exams, and mentored program participants

## Graduate Teaching Assistant

Fall 2006 and Spring 2007

Engineering Economy ISE 2014 (Instructors of Record: Dr. Robert E. Taylor and Dr. C. Patrick Koelling)

Delivered weekly recitation sections, lectured in absence of the professor, collaborated in the creation of exams, homework assignments and projects, and administered grading of all exams, homework assignments and projects.

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## CONSULTING POSITIONS

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### Executive Coaching

Fall 2018, Fall 2019, Spring-Fall 2020

Biogen Activate, Reflect, Co-Create (ARC) and Biogen Women's Leadership Program (WLP)

- Coach directors and senior directors on how to use entrepreneurial leadership, innovation management, scenario planning techniques, and peer mentoring to develop and pitch new strategic initiatives and leadership development plans. Facilitate discussions. Set goals monthly. Provide additional reading materials when needed.

### Business Mentor

Spring and Summer 2019

All In for Advancement Program, Center for Women's Entrepreneurial Leadership, Babson College

- Facilitate the design process for two company teams (Google and PWC) to develop and implement new diversity initiatives focused on retaining women leaders and rewarding the development of diversity efforts in their companies. Set goals monthly. Provide additional reading materials when needed. Give guidance on how they can provide peer mentorship to one another.

### Business Mentor

Spring 2017

Kenyan Launch and Grow Program, Center for Women's Entrepreneurial Leadership, Babson College

- Coach two entrepreneurs on how to grow their businesses—increase sales, scale reach beyond Kenya to neighboring countries. Set goals monthly. Provide contacts to other entrepreneurs and investors in the region. Give guidance on how they can provide peer mentorship to one another.

### Healthcare Improvement Trainer and Analyst

Fall 2008 and Fall 2009

Schultz-Cheenan LLC, Blacksburg, VA

- Trained nurses and administrators in Surgery Dept. at Montgomery Regional Hospital, VA to use 5S organization technique to reduce storage footprint by 38% and gain potential savings of \$22K in a 2 day activity
- Analyzed data to identify root cause of high turnaround times and low percentage of timely first case starts
- Created auditing tools to sustain improvement

### Associate Healthcare Consultant

2005–2006

Stockamp & Associates, Inc., Headquarters: Portland, OR

- Trained Patient Accounting Division staff at the Brooklyn Hospital Center, NY to follow-up on collections of large accounts and implemented cash posting standardized work, achieving multi-million dollar cash benefit
- Scoping New Projects: Assessed the potential financial benefit achievable for two hospitals within a government managed care organization through re-engineering techniques of their front-end processes

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## UNIVERSITY and ACADEMIC PROFESSIONAL SERVICE AND LEADERSHIP

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### Editorial Professional Service and Leadership

- *Associate Editor*, Engineering Management Journal 09/2012-present
- *Editorial Board Member*, International Journal of Six Sigma and Competitive Advantage 04/2012-12/2014
- *Reviewer*
  - IEEE Transactions for Engineering Management
  - BioMed Central (BMC) Health Services Research
  - Journal of Operations Management
  - International Journal for Production Research
  - International Journal for Production Economics
  - International Journal of Performance and Productivity Management
  - Environmental Engineering and Management Journal
  - Journal of Enterprise Transformation
  - Nonprofit Management and Leadership

### Conference Professional Service and Leadership

- *Mentor*, College of Healthcare Operations Management, Production and Operations Management Society (POMS) Conference 5/2019
- *Session Chair and Discussant*, Academy of Management, Healthcare Management Division 2015, 2018
- *Session Chair*, Production and Operations Management Society (POMS) Conference 5/2016, 5/2018
- *Education Track Chair*, Engineering Lean and Six Sigma Conference 11/2015-9/2016
- *Co-Facilitator*, Engineering Lean and Six Sigma Conference 10/2015
- *Invited Session Chair*, The IIE Annual Conference and Expo 2009–2013
- *Session Chair*, EdNET Lean Educator Conference 2012
- *Session Chair*, The American Society For Engineering Management (ASEM)
- *Session Chair*, Institute for Operations Research and Management Science (INFORMS)

### Institute, Society and Board Leadership

- *Board Member*, Greater Boston Manufacturing Partnership 09/2019-present
- *Advisory Committee Member*, Lifebox, Inc. 05/2019-present
- *Cabinet Member*, Kletjian Foundation 01/2017-present
- Society of Engineering and Management Systems (SEMS), Institute of Industrial Engineers (IIE)
  - *Immediate Past President* 06/2015-06/2016
  - *President* 06/2014-05/2015
  - *President-Elect and Lean Management Lead*, 06/2013-05/2014
- *Board Member, Student Initiatives Lead, and Lean Management Lead*, 06/2011-06/2013  
Society of Engineering and Management Systems (SEMS), Institute of Industrial Engineers (IIE)

- *Professional Society Memberships*, AOM, IIE, POMS, ASEM
  - *Advisor*, Albright Challenge, MIT
- 2013 - 2016

### **Babson College Service and Leadership**

- *Founding Faculty Director*, Healey Center for Global Healthcare Entrepreneurship 04/2020-present
- *Co-Chair*, Dean of Faculty Search Committee 01/2019-04/2019
- *SEERS Committee Member*, Faculty Senate/Presidential Ad-Hoc Committee 08/2017-12/2018
- *Babson-Olin-Wellesley Healthcare Exploratory Committee*, Provost Ad-Hoc Group 08/2017-12/2017
- *Faculty Senate Member*, Babson College 08/2015-12/2017
- *Faculty Director*, Leonard Schlesinger Fund for Global Healthcare Entrepreneurship 08/2016-08/2019
- *Faculty Senate Executive Committee Member*, Babson College 01/2016-12/2016
- *Faculty Co-Director*, Leonard Schlesinger Fund for Global Healthcare Entrepreneurship 08/2015-06/2016
- *Entrepreneurial Coach*, Women Innovating Now (WIN Lab), Babson College 08/2015-05/2016
- *Co-Creator and Advisor*, Operations Management Concentration, Babson College 01/2015-present
- *Co-Lead*, TOIM Research Initiative Lunches, Babson College 03/2016-5/2016
- *Session Moderator*, Babson Black Affinity Conference 02/2016
- *Faculty Representative*, Babson Lewis Institute/Robert Wood Johnson Foundation Workshop 09/2015
- *Faculty Advisor*, Women Giving Back, Babson College 03/2014-present
- *Member*, Healthcare Insurance and Benefits Committee, Babson College 09/2015-10/2016
- *Lead Faculty*, Lewis Institute for Social Innovation/ Toyota Production System Support Center Collaboration 06/2013-09/2016
- *Member*, Recognition Committee, Babson College 01/2014-01/2016
- *Facilitator and Member*, BOW-CWEL Women's History Month, Women in Health Committee 08/2013-03/2015
- *Facilitator Planning Support Faculty*, Annual Babson Healthcare and Life Sciences Club Forum 11/2013-05/2014

### **Previous College Service and Leadership**

- *Founding Member and President*, MIT Postdoctoral Association 12/2011-09/2012
- *Mentor*, Mentor Advocate Partnership, MIT Office of Minority Education 08/2010- 05/2012
- *Co-Founder*, VT Industrial and Systems Engineering Graduate Leadership Board 2008
- *Strategic Planning Committee Member*, VT Industrial and Systems Engineering 2007–2010
- *Proposal Reviewer*, VT Graduate Research Development Program 2008
- *Vice President*, VT Black Graduate Student Organization 2007–2008
- *Mentor*, VT Student Athlete Academic Support Services 2006–2008

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## **ACADEMIC PROFESSIONAL DEVELOPMENT**

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- *Healthcare Management Research in the Rough Workshop*, 2019 AOM Conference 2019
- *Babson Blended Fellows Program*, Babson Park, MA 2019
- *Babson Executive Education Fellow*, Babson Park, MA 2016
- *New Models 7: New Models in Health Revisited*, MIT, Cambridge, MA 2015
- Babson-Olin-Wellesley National Center for Faculty Development & Diversity (BOW-NCFDD) 2014
- *New Faculty Colloquium*, Institute of Industrial Engineers Conference, Montreal, QC 2014
- *New Models 6 Log Jams: A Springboard to Innovation*, MIT, Cambridge, MA 2013
- *Healthcare Management Emerging Scholars Consortium*, 2012 AOM Conference 2012
- *Women in Industrial Engineering Academia*, NSF, Istanbul, Turkey 2012
- *NSF Advance Workshop*, Northeastern University 2012
- *Path of Professorship*, Massachusetts Institute of Technology 2010
- *The Institute on Teaching and Mentoring*, Southern Regional Education Board 2008/09
- *Minority Faculty Development Program*, Georgia Tech FOCUS Program 2009
- *Doctoral Symposium*, INFORMS Service Science Section 2009
- *Doctoral Colloquia*, IIE, ASEM, and INFORMS 2008
- *“New Times, New Pedagogies” Conference*, Electronic Campus of Virginia 2008
- *Preparing the Future Professoriate Program Participant*, Virginia Tech Graduate School 2007

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## RESEARCH AND PROFESSIONAL PRESENTATIONS-PRESENTATION ONLY

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1. Glover, W., Obounou, R., and Barthélemy, E. (2019), "Health Systems Innovation Solution Sets," *Decision Sciences Institute Conference*, New Orleans, LA, November 23.
2. Glover, W. (2019), "Building a Team of Creative Scientists," *Babson Alumni Event*, CVS Headquarters, Woonsocket, RI, May 22.
3. Glover, W., Halevi, N. and Naveh, E. (2019), "On Mimicry: Why Healthcare's Adoption of Approaches from Tech Limits Innovation," *Production and Operation Management Society Conference*, Washington, DC, May 9.
4. Glover, W. (2018), "On Mimicry: Why Healthcare's Adoption of Tech Approaches Limits Innovation," *Babson Faculty Research Fund (BFRF) Faculty Research Discussion*, Babson Park, MA, November 8.
5. Glover, W., Brush, C., Crocker, A., and Randolph, A. (2018), "Developing a Research Agenda in Global Healthcare Management, Innovation & Entrepreneurship," *Healthcare Management Professional Development Workshop, Academy of Management Conference*, Chicago, IL, August 11.
6. Glover, W. and Jebaraj, S. (2018), "Innovation and Entrepreneurship in Health and Healthcare: A Systematic Review and Research Agenda," *Production and Operation Management Society Conference*, Houston, TX (accepted).
7. Glover, W. (2018), "Innovation and Healthcare: U.S. and Abroad," *Babson Alumni Breakfast Club*, Boston, MA, January 8.
8. Glover, W. (2017), "Improving Quality of Care through Integration in a Hospital Setting: A Human Systems Integration Approach," *Babson Faculty Research Fund (BFRF) Faculty Research Discussion*, Babson Park, MA, December 5.
9. Glover, W. (2017), "The Lean Start-up," *MGH-Center for Affordable Medical Technologies (CAMTech) Webinar*, September 28.
10. Glover, W., Jebaraj, S., and McKone-Sweet, K. (2017), "Global Healthcare Innovation: A Framework for Implementation," *Babson Faculty Meeting-Poster Presentation*. Babson Park, MA, September 6.
11. Glover, W., Crocker, A., and Randolph, A. (2017), "At the Interface of Global Healthcare and Entrepreneurship," *Healthcare Management Professional Development Workshop, Academy of Management Conference*, Atlanta, GA, August 4.
12. Glover, W., Smith, N., and Rogers, J. (2017), "What is the Right Problem to Solve?" Panel Session. *Maine Start-Up and Create Week*, Portland, ME, June 19.
13. Glover, W. (2017), "Framework for Enabling Health Care Innovations in Low Resource Countries." *Global Health & Innovation Conference- Unite for Sight*, Yale University, New Haven, CT, April 22.
14. Glover, W. (2017), "Design Thinking in Global Surgery Workshop." *Collaboration Workshop with Harvard Medical School Program for Global Surgery and Social Change and Babson College*, Harvard Medical School, Boston, MA, March 30.
15. Glover, W. (2017), "Global Surgery Webinar: The Lean Start-up," *Center for Affordable Medical Technologies (CAMTech) Uganda Webinar*, March 28.
16. Glover, W. (2016), "Pursuing Business and Social Goals through Hybrid Organizing: Examples in Global Healthcare Systems." *Social Entrepreneurship Day, University of Massachusetts at Amherst*, December 6.
17. Glover, W. (2016). "Lean Business Model Session." *Babson WINLab Lecture*, Boston, MA, November 16.

18. Glover, W. (2016), The Role of Coordination on Global Health System Performance. *GlobeMed at MIT Gala*, Cambridge, MA, November 4.
19. Glover, W. (2016), "Defining the Study and Practice of Global Healthcare Entrepreneurship." *Entrepreneurial Thought and Action®*, *A Catalyst for Change in Global Health*. Boston HUBWeek. Babson College, Boston Campus, Boston, MA, September 29.
20. Glover, W. (2016), "Importance of Entrepreneurship in Global Health." *CAMTech Uganda*, Mbrarra, Uganda, August 20.
21. Glover, W. (2016), "Building and Scaling Lean." *MassChallenge*, Boston, MA, August 4.
22. Glover, W. (2016). "Defining the Managerial Role of TPS: Developing Managerial Role Capabilities." *Industrial and Systems Engineering Research Conference*, Anaheim, CA, May 21-24.
23. Glover, W. (2016). "Student and Organizational Outcomes of Learning [Lean] by Doing." Product Innovation and Technology Management Innovating B-School Education Session. *Production and Operation Management Society Conference*, Orlando, FL, May 9-12.
24. Glover, W., Li, Q., Naveh, E., and Gross, M. (2016). "Improving Quality through Integrative Practices in a Hospital Setting: A Human Systems Integration Approach." *Production and Operation Management Society Conference*, Orlando, FL, May 6-9.
25. Glover, W. (2016), "Global Healthcare Entrepreneurship." *Global Health & Innovation Conference- Unite for Sight*, Yale University, New Haven, CT, April 17.
26. Glover, W. (2016), "Entrepreneurial Leadership Program for Medical Professionals." *Program for Global Surgery and Social Change Meeting*, Harvard Medical School, Boston MS, March 24.
27. Glover, W. (2015). "Lean For Social Innovation and Pantry Inventory Management." *Waltham Hunger Network Meeting*, Waltham, MA, October 26.
28. Glover, W. (2015). "Lean Business Model Session." *Babson WINLab Lecture*, Boston, MA, October 7.
29. Glover, W. (2015). "Sustaining Lean & Coordinating Healthcare: A Sociotechnical Systems Approach." *Department of Industrial and Systems Engineering Faculty Research Seminar*, Auburn, AL. October 5.
30. Glover, W. (2015). "Lean for Social Innovation: Innovating Education via Rapid Experimentation." *Engineering Lean and Six Sigma Conference*, Atlanta, GA, October 2.
31. Glover, W., Bushong, A., and Toledo, P. (2015). "Lean for Social Innovation Poster Presentations." *Northeast L.E.A.N. Conference*, GBMP-Greater Boston Manufacturing Partnership, Springfield, MA, September 30.
32. Glover, W. (2015). "Defining Lean for Social Innovation." *Industrial and Systems Engineering Research Conference*, Nashville, TN, May 30 – June 2.
33. Glover, W. (2015). "Learn by Doing: Lean for Social Innovation." Product Innovation and Technology Management Innovating B-School Education Panel. *Production and Operation Management Society Conference*, Washington, D.C., May 9-12.
34. Glover, W., Pravodelov, V. Capelson, R., Norgaisse, M., O'Shea, D., Vimalananda, V.G., and Rosenzweig, J.L. (2015) "Does Case Complexity Matter? Diabetes Patient Navigator Activities and Comorbidity on Healthcare Utilization and Patient Outcomes," *Production and Operation Management Society Conference*, Washington, D.C., May 9-12.
35. Novikov Z., Glover, W., Trepman P., Naveh E., & Goldfracht, M. (2015). "How Should Care Providers Implement Integrative Practices to Achieve Patient Centered care? Exploratory Study Comparing Diabetes and Mental Health Care." *Presentation at the 19th Industrial Engineering and Management Conference*, Tel-Aviv, Israel, February 24.

36. Gupte, G., Glover, W. and Suen, W. (2014) Quality Improvement and Lean in Healthcare: Training, Implementation, and Practicing. *Academy of Management Conference Professional Development Workshop*, Healthcare Management Division, Philadelphia, PA, August 2-5.
37. Glover, W. and Simon, B. (2014) “Babson—GBFB Collaboration Marketplace Improvements,” *Presentation to the Board of Directors of the Greater Boston Food Bank*, Chelsea, MA, June 17.
38. Glover, W., Pravodelov, V. Capelson, R., Norgaisse, M., O’Shea, D., Vimalananda, V.G., and Rosenzweig, J.L. (2013) “Navigation Program for Patients with Diabetes at an Inner City Hospital Reduces A1C and Improves Healthcare Utilization,” *Poster presentation at the 73<sup>rd</sup> Scientific Sessions of the American Diabetes Association*, Chicago, IL, June 21-25.
39. Glover, W., Plmanabhan, J., and Rhodes, D. (2013), “A Systems Approach to the U.S. Military Psychological Health System Using Enterprise Architecting: Preliminary Findings,” *Industrial Engineering and Research Conference*, San Juan, PR, May 18 – 22.
40. Glover, W. (2013), “Critical Factors for Sustaining Kaizen Event Outcomes,” *IBM Lean Six Sigma Week*, Poughkeepsie, New York, April 1.
41. Glover, W. (2013), “Critical Factors for Sustaining Kaizen Event Outcomes,” *LIUC Lean Club Workshop*, Libera Università Carlo Cattaneo, Castellanza, Italy, April 22.
42. Glover, W. (2013), “Critical Factors for Sustaining Kaizen Event Outcomes,” *New England Veterans Engineering Resource Center (VA VISN 1 VERC)*, Boston, MA, March 28.
43. Glover, W. and Li, Q. (2012), “Coordinating Chronic Care: From Patient Navigation to Enterprise Improvement,” *Poster presentation to the Women in Industrial Engineering Academia Conference*, Istanbul, Turkey, May 30-June 1.
44. Glover, W. (2012) Framework of Enterprise Integration of Health-Related Organizations. *American Society for Engineering Management Conference*, Norfolk, VA, October 17-20.
45. Glover, W. (2012). Managing Successful Integrated Enterprises *Lessons Learned from Healthcare and Engineering Systems*. IIE SEMS Webinar, October 9.
46. Glover, W. (2012). Managing Successful Integrated Enterprises the U.S. Military Health System. IIE Solutions Conference, Orlando, FL, May 21-25.
47. Wang, W. and Glover, W. (2012) Strategic Workforce Management Systems as a Dynamic Capability for High Performance: A Conceptual Case of Operational and Health Outcomes Among OIF/OEF Servicemembers *Industrial Engineering and Research Conference*, Orlando, FL, May 21 – 25.
48. Kamin, C. and Glover, W. (2012) Enterprise Integration Qualitative Analysis of Psychological Health in the U.S. Military. *Industrial Engineering and Research Conference*, Orlando, FL, May 21 – 25.
49. Glover, W., Rhodes, D., and Davidz, H. (2012), Systems Thinking and Social Capabilities: Toward a More Inclusive View of Engineering Competencies for High Performance in Sociotechnical Enterprises. *Presentation to the 2012 International Council on Systems Engineering International Workshop*, January 24.
50. Glover, W. (2011), Enterprise Integration and Sustaining Improvement for High Performance: Field Studies from Production and Healthcare Settings. *Presentation to the Department of Industrial and Systems Engineering, Texas Tech*, Lubbock, TX, November 4.
51. Glover, W., Murman, E., Edwards, K., Kaukeinen, J., Grenier, K., and Lowell, W. (2011), Relational Coordination — The Soft Side of Lean?, *Relational Coordination Research Collaborative Webinar*, J.H. Gittel, Director, October 11.
52. Nightingale, D., Albright, T., Srinivasan, J., and Glover, W. (2011), Post-Traumatic Stress Innovations: U.S. Military Enterprise Analysis. *Briefing to the Joint Chiefs of Staff*, Arlington, VA, September 27.

53. Nightingale, D., Albright, T., Srinivasan, J., and Glover, W. (2011), Post-Traumatic Stress Innovations: U.S. Military Enterprise Analysis: Phase I Summary. *Briefing to the Chairman of the Joint Chiefs of Staff*, Arlington, VA, September 8.
54. Glover, W. (2011), Enterprise Integration: When is More Better? *Industrial Engineering Research Conference*, Reno, NV, May 21–25.
55. Glover, W., Farris, J., Van Aken, E.M. and Doolen, T. (2011), “Determinants of Kaizen Event Team Effectiveness: Comparison of Phase I and Full Study Findings,” *Industrial Engineering and Research Conference*, Reno, NV, May 21 – 25.
56. Nightingale, D., Albright, T., Srinivasan, J., Glover, W., and Kenley, B. (2011), Post-Traumatic Stress Innovations: U.S. Military Enterprise Analysis: Phase IA. *Briefing to the Chairman of the Joint Chiefs of Staff*, Arlington, VA, May 16.
57. Nightingale, D., Albright, T., Glover, W., Srinivasan, J., and Kenley, B. (2011), Post-Traumatic Stress Innovations: U.S. Military Enterprise Analysis. *Briefing to the Chairman of the Joint Chiefs of Staff*, Arlington, VA, February 9.
58. Glover, W., Farris, J., Van Aken, E., and Doolen, T. (2010), A Study of Mediating Relationships on Kaizen Event Teams and Outcome Sustainability. *Industrial Engineering Research Conference*, Cancun, MX, June 8.
59. Glover, W. (2010), Post-Traumatic Stress Innovations: U.S. Military Enterprise Analysis. *Lean Advancement Initiative Executive Board Meeting*, Cambridge, MA, October 15.
60. Nightingale, D., Albright, T., Glover, W., Srinivasan, J., and Kenley, B. (2010), Post-Traumatic Stress Innovations: U.S. Military Enterprise Analysis. *Briefing to the Chairman of the Joint Chiefs of Staff*, Arlington, VA, September 28.
61. Glover, W., Farris, J., Van Aken, E., Doolen, T., and Worley, J. (2010), A Study of Mediating Relationships on Kaizen Event Teams and Outcome Sustainability. *Industrial Engineering Research Conference*, Cancun, MX, June 5–9.
62. Glover, W. (2009), Critical Success Factors for Sustaining Kaizen Event Outcomes. *INFORMS Annual Meeting Technical Sessions*, San Diego, CA, October 11–14.
63. Van Aken, E. and Glover, W. (2009), Creating Successful Kaizen Events: Lessons Learned from Research. *Manufacturing Technology Center Lean Six Sigma Peer-to-Peer Meeting*, Blacksburg, VA, September 15.
64. Glover, W. (2009), Current Studies in Kaizen Event Outcome Sustainability. Poster presentation to the *NSF Civil, Mechanical and Manufacturing Innovation (CMMI) Grantees Conference*, Honolulu, HI, June 22–25.
65. Glover, W., Van Aken, E., and Farris, J. (2009), Sustaining Kaizen Event Outcomes. *Industrial Engineering Research Conference*, Miami, FL, May 30–June 3.
66. Van Aken, E. and Glover, W. (2009), Rapid Improvement Events: Keys to Kaizen Event Success and Sustainability. *Virginia's Philpott Manufacturing Extension Partnership*, Danville, VA, May 20.
67. Chearskul, P., and Glover, W. (2009), Defining and Assessing Key Practices in the Effective Use of Performance Measurement Systems: A Case Study. *INFORMS–Virginia Tech Chapter*, Blacksburg, April 1.
68. Glover, W., Van Aken, E., Farris, J., and Creehan, K. (2008), Characteristics of a Mature Kaizen Event Program: Lessons Learned from Case Studies. *American Society for Engineering Management Conference*, West Point, NY, November 12–15.
69. Glover, W. and Van Aken, E. (2008), Designing Kaizen Events for Success and Sustainability. *Virginia's Philpott Manufacturing Extension Partnership*, Blacksburg, VA, November 11.
70. Glover, W. (2008), Current Studies in Kaizen Event Effectiveness, Sustainability, and Programs. *INFORMS Annual Meeting Interactive Session*, Washington D.C., October 12–15.

71. Van Aken, E., Doolen, T., Glover, W., and Farris, J. (2008), Designing successful Kaizen event programs: lessons learned from case studies and the literature. *IIE Annual Conference and Expo*, Vancouver, CA, May 17–21.
72. Glover, W. (2008), Current Studies in Kaizen Event Performance, Sustainability, and Programs. *IIE Annual Conference and Expo*, Vancouver, Canada, May 17–21
73. Glover, W., Farris, J., Van Aken, E., Doolen, T., Worley, J. Hunter, S. et al., (2008), Current Studies in Kaizen Event Performance and Sustainability, *Virginia Tech Research Symposium*, Blacksburg, VA, March 26.
74. Van Aken, E. and Glover, W. (2007), Critical factors influencing Kaizen event team success. *ASQ Roanoke–Radford Section*, Blacksburg, VA, November 13.
75. Glover, W. Hunter, S., Tucker, T., Catalano, T., and Ratnarajah, T. (2007), Secondary mathematics department management systems and performance measurement. *Pre-Planning Curriculum Session for Secondary Mathematics Leadership Team*, Dougherty County, GA, March 9.