

# REBECCA DURAY

Professor  
College of Business  
University of Colorado Colorado Springs

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## Education

Ph.D. in Business Administration The Ohio State University Department of Management Sciences	1997
Master of Business Administration Weatherhead School of Management Case Western Reserve University	1986
B.S. Management, cum laude Weatherhead School of Management Case Western Reserve University	1983

## Academic Experience

Professor University of Colorado at Colorado Springs	July 2009 to present
Associate Dean Academic Programs University of Colorado at Colorado Springs	July 2011 to July 2013
Team Leader - Management Department University of Colorado at Colorado Springs	January 2006 to June 2011
Associate Professor University of Colorado at Colorado Springs	July 2003 to July 2009
Assistant Professor University of Colorado at Colorado Springs	August 1997 to July 2003

**Peer Reviewed Journal Publications**

"Strategy, Structure, and Culture Within the English Premier League: An Examination of Large Clubs," E. Olson, R. Duray, C. Cooper and K. Olson. *Sport, Business and Management: an International Journal*, Accepted October 2014, February 2016.

"Mass Customisation Systems: complementarities and performance consequences," M. Zhang, Y. Qi, X. Zhao, and R. Duray, *International Journal of Logistics: Research and Applications*, Online March 2015, print December 2015, Vol. 18 Issue 6 p 459-475.

"Emirates Stadium: Arsenal FC's £3JAN90 Million Gamble," E. Olson, R. Duray and S. Slater. *Marketing Management*, Summer 2010, Vol. 19 Issue 2, p 34-39.

"Pursuing capabilities of flexibility and quality: financial performance implications for mass customizers," R. Duray, *International Journal of Mass Customisation*, Vol. 1, No.2/3, 2006.

"Teamwork and Student Learning: An Exploratory Study of the Use of Teams in Distance Education," E. Williams, R. Duray, and V. Reddy, *Journal of Management Education*, Vol. 30 Issue 4, August 2006.

"Mass Customizers use of Inventory, Planning Techniques and Supply Chain Integration," R. Duray, *Production Planning and Control*, Vol.15, No. 4, 2004.

"Mass Customization Origins: Mass or Custom Manufacturing?" R. Duray, *International Journal of Operations and Production Management*, Vol. 22, 2002.

"Technological and Structural Characteristics, Student Learning and Satisfaction with Web-Based Courses: An Exploratory Study of Two On-Line MBA Programs," J. B. Arbaugh and R. Duray, *Management Learning*, Vol. 33, No. 3, 2002.

"Approaches to Mass Customization: Configurations and Empirical Validation," R. Duray, P. T. Ward, G.W. Milligan, and W. L. Berry, *Journal of Operations Management*, November 2000.

"Manufacturing Strategies in Context: Environment, Competitive Strategy and Manufacturing Strategy," P. T Ward and R. Duray, *Journal of Operations Management*, January 2000.

***Best Paper 2000 - Journal of Operations Management***

"Mass Customization," R. Duray, *Encyclopedia of Production and Manufacturing Management*, ed. Paul Swamidass, Kluwar Academic Publisher, June 2000.

**Peer Reviewed Journal Publications (continued)**

“Improving Customer Satisfaction through Mass Customization,” R. Duray and G.W. Milligan, *Quality Progress*, July 1999.

“Business Environment, Operations Strategy, and Performance: An Empirical Study of Singapore Manufacturers,” P. T. Ward, R. Duray, G. K. Leong, and C.C. Sum, *Journal of Operations Management*, August 1995.

**Peer Reviewed Practitioner Publication**

“ITIL, Continual Service Improvement, and Lean,” H. Williams and R. Duray, The Forum e-Newsletter, itSMF, December 2009.

**Peer Reviewed Book Chapters**

“Process Typology of Mass Customizers,” Mass Customization – *Engineering and Managing Global Operations*, Springer. F.S.Fogliatto and G.J.C. da Silveira (Editors) November 2010, Copyright 2011.

“Mass Customization,” R. Duray, *Innovations in Competitive Manufacturing*, ed. Paul Swamidass, Kluwer Academic Publisher (June 2000). Reprinted from *Encyclopedia of Production and Manufacturing Management*.

“Mass Customization: Strategic and Operational Considerations,” R. Duray, *Future Directions in Supply Chain and Technology Management*, American Management Association (AMACOM) 2002.

**Books**

*Making IT Lean: Applying Lean Practices to the Work of IT*, with Howard Williams, Productivity Press, November 2012. ISBN 9781439876022 - CAT# K13533

**Peer Reviewed Published Proceedings with Conference Presentations**

“Resource challenged online UG programs: Design and outcome differences in online and campus courses,” R. Duray, *Decision Sciences Institute Proceedings 2014*.

“Instructor Behaviors, Student Satisfaction, and Learning in Web-Based MBA Courses,” J. B. Arbaugh and R. Duray, *Decision Sciences Institute Proceedings 2001*.

**Peer Reviewed Published Proceedings with Conference Presentations (continued)**

“Class Section Size, Perceived Classroom Characteristics, Instructor Experience, and Student Learning and Satisfaction with Web-Based Courses: A Study and Comparison of Two On-Line MBA Programs,” J. B. Arbaugh and R. Duray, *Academy of Management National Meeting Proceedings*, August 2001. *Best Paper - Management Education/Development Division AOM Conference*

“Technology Acceptance, Perceived Flexibility, and Student Learning and Satisfaction with Internet-Based Courses: An Exploratory Comparison of Two On-Line MBA Programs,” J. B. Arbaugh and R. Duray, *Decision Sciences Institute Proceedings 2000*, National Meeting.

“Mass Customization Origins: Mass or Custom Manufacturing?” R. Duray, *Decision Sciences Institute Proceedings 1999*, National Meeting.

“Considering Mass Customization as a Manufacturing Strategy,” R. Duray and P.T. Ward, *Decision Sciences Institute Proceedings 1997*, National Meeting.

“Identification and Categorization of Mass Customization Configurations,” R. Duray and P.T. Ward, *Decision Sciences Institute Proceedings 1996*, National Meeting.

“An Empirical Comparison of Manufacturing Strategies in Singapore and the United States,” R. Duray, P.T. Ward, G.K. Leong, and C.C. Sum. *Decision Sciences Institute Proceedings 1995*, National Meeting.

“Business Environment, Operations Strategy, And Performance: An Empirical Study of Singapore Manufacturers,” R. Duray, P.T. Ward, G. K. Leong, and C.C. Sum. *Decision Sciences Institute Proceedings 1994*, National Meeting.

**Peer Reviewed Published Abstracts with Conference Presentations**

“Mass customizers use of inventory, planning techniques, and channel management,” Decision Sciences Institute, Washington D.C., November 2003.

“The impact of workforce management on the financial performance of mass customizers,” R. Duray, 2<sup>nd</sup> Interdisciplinary World Congress on Mass Customization and Personalization, *Proceedings of MPCP 2003*, October 2003.

“Empirical Validation of a Mass Customization Taxonomy,” Academy of Management, San Diego, August 1999.

## Presentations

### Peer Reviewed Presentation selected by Abstracts or Papers

“Course success factors: Are undergraduate online courses different?” Decision Sciences Institute, San Francisco, November 2012.

“Case Studies in Lean IT,” with H. William, Decision Sciences Institute, San Francisco, November 2012.

“Application of Quality Management to IT Operations,” with H. William, Decision Sciences Institute, New Orleans, November 2009.

“Teaching Process Choice: A new view of the Product Process matrix,” Decision Sciences Institute, New Orleans, November 2009.

“Lean IT Service Management: Definition and Measurement of Key Constructs and Relationships,” with H. Williams, Decision Sciences Institute, Baltimore, Maryland, forthcoming November 2008.

“Technology Mediated Learning – Issues in Blended Learning,” Decision Sciences Institute, Phoenix, Arizona, November 2007.

“Returns Decisions in Process Industries,” with Monique French, Production and Operations Management Society, Dallas, Texas, May 2007.

“Is Mass Customization Dead? The State and Future of Mass Customization Research and Practice,” Academy of Management, Professional Development Workshop, Atlanta, August 2006.

“Mass Customization of Services,” Production and Operations Management Society, Boston, April 2006.

“Mass Customization: Strategic and Operational Considerations,” INFORMS, Denver, October 2004.

“The influence of instructor immediacy on student learning and satisfaction in Internet asynchronous and on campus MBA classrooms.” Decision Sciences Institute, San Diego, November 2002.

“Teaching Project Management,” Academy of Management, Professional Development Workshop, August 2001.

**Peer Reviewed Presentation selected by Abstracts or Papers (continued)**

“Realities of Distance Education,” Academy of Management, Professional Development Workshop, Atlanta, August 2000, San Diego.

“Placement of Mass Customization in Manufacturer’s Product Mix,” with Peter Ward, Decision Sciences Institute, Las Vegas, November 1998.

“Mass Customization Configurations: The Process of Configuration Research,” Academy of Management, August 1997, Boston, Massachusetts.

“Supply Chain Management: Channel Inequities,” with W.C. Benton. Decision Sciences Institute, November 1995.

“Perceptions Of NAFTA: Factors Affecting Companies’ Attitudes,” with Martha Cooper, and M. Emmelhainz, INFORMS, October 1995.

**Non - Peer Reviewed Presentation and Invited Presentations**

“Process Improvement Using Lean Tools”, with Howard Williams, HDI (Help Desk Institute) Conference & Expo 2014. Practitioner Reviewed Conference Presentation

Academic Panel, “Future Directions of Mass Customization Research,” 2<sup>nd</sup> Interdisciplinary World Congress on Mass Customization and Personalization, October 2003. Invited Presentation

“Modularity in Mass Customization,” Industrial and Operations Engineering Department Seminar Series, University of Michigan, October 2002. Invited Presentation

“Mass Customization: Strategic and Operational Considerations,” Batten Scholars Forum, College of William and Mary, June 2000. Invited Presentation

**Grants and Other Research Indicators****Other Research Indicators - *Journal Editorships***

Journal of Operations Management - Tier 1 Journal	
Associate Editor	2007 to 2010
Editorial Review Board	2003 to 2007
Academy of Management Learning and Education - Tier 1 Journal	
Editorial Review Board	2008 to 2011

**Other Research Indicators - *Journal Reviewer***

Decision Science

IEEE Transactions on Engineering Management

International Journal of Management Reviews

International Journal of Manufacturing Technology and Management

International Journal of Operations and Production Management

International Journal of Production Economics

Journal of Operations Management

OMEGA

Production and Operations Management

**Courses Taught**

**University of Colorado at Colorado Springs**

*Graduate*

On Campus MBA Operations Management Required Course OPTM 6000 (20 sections):

Core 16 week Operations Management Course for AACSB accredited MBA program. The classroom experience consists of a combination of discussion of the text, topical readings, exercises and cases along with some lectures.

Distance MBA Operations Management Required Course OPTM 609 (12sections)

Internet based core 16 week Operations Management course for AACSB accredited MBA program. Content mirrors the traditional on campus course in a different delivery format. This course uses threaded discussions, web pages, simulations, e-mail and chat rooms for class interaction.

MBA Elective: Process Management and Metrics - Quality Management OPTM 6100 and 644 (10 sections)

Course includes lecture, case discussion, projects and experiential learning. Student projects include process improvement programs for local companies or current employers.

**Courses Taught (continued)**

Executive MBA Operations Management Required Course (1 section)

Core 8 week extended session Operations Management Course for three campus AACSB accredited Executive MBA program.

Two Year MBA Operations Management Required Course (1 section)

Core 8 week extended session Operations Management Course presented at T. Rowe Price offices.

Hybrid MBA Operations Management Required Course OPTM 600 (2 sections)

Core 8 week hybrid Operations Management Course for AACSB accredited MBA program. Each week the students complete a traditional classroom session and complete a one week online module.

MBA Elective: Managing Operations and Projects for Competitive Advantage OPTM 664 (4 sections)

Course includes both lecture and case discussion, projects and experiential learning. Students develop project plans for current projects in their place of employment, or other courses.

*Undergraduate*

Undergraduate Required: Cases and Concepts in Business Policy. BUAD 450 (co-taught 1 section with E. Olson)

Capstone strategy course which seeks to integrate the functional knowledge gained in other courses in your undergraduate business program. Course includes both lecture and case discussion. Student projects analyze how the strategy of a firm fits with the constraints of its environment and capitalizes on its capabilities.

Undergraduate Required: Introduction to Operations Management OPTM 300 (6 sections)

Provides students with a general knowledge of operations management. Course explores both the strategic implications of operations decisions and the tactical implementation of operations policies.

**Instructor rating: 4.92 / 6.0**  
(5 year average Fall 2009- Spring 2014)



**Courses Taught (continued)****Executive Education**

Mentored Executive MBA team on the development of a new business initiative in China, Spring 2008

“From Management to Engineering” June 1998 and June 1999  
 CU's Technology Leadership Program  
 Colorado Institute for Technology Transfer and Implementation (CITTI)

**Recognitions****Publication Awards**

*Best Paper in the Management Education Division*  
 Academy of Management Conference 2001 (with J. B. Arbaugh)

*2000 Best Paper Award*  
 Journal of Operations Management - awarded in 2001 (with P.T. Ward)

**University of Colorado**

*Emerging Leaders Program* 2003-2004

**University of Colorado at Colorado Springs**

*Unit Merit Award* as a member of the MBA team June 2002

*Outstanding Service Award* – College of Business 2001-2002

*Finalist Faculty Member of the Year* - College of Business 2000-2001

*Outstanding Research Award* - College of Business 2000-2001

*Outstanding Service College of Business:* 1999-2000  
 Dean Search Team, Reorganization Team, Graduate Team

*Outstanding Service Award* – College of Business 1998-1999

*Committee on Research and Creative Works (CRCW)* June 1997

**Recognitions (continued)**

**The Ohio State University**

<i>Research Fellow</i> - Center for Operational Excellence (COE)	June 2008
<i>Pacesetter</i> (Honorary Student Association)	Admitted Spring 1996
<i>Beta Gamma Sigma</i> (Honorary AACSB Association)	Admitted Spring 1996
<i>Graduate Travel Award</i>	Autumn 1995, 1996, 1997
<i>Graduate School Alumni Research Award</i>	Autumn 1996

**Professional Development**

Business Ethics: Education and Organizational Best Practices,  
Certificate Program, University of New Mexico, Spring 2014

LAI Lean Academy Workshop - Lean Educators Conference, Fall 2013

HERS (Higher Education Resource Services) Denver Institute, Summer 2011

**Service - Professional Organizations**

**Academy of Management - Operations Management Division**

Doctoral Consortium Faculty Research Mentor - National Conference 2011

Elected to Division Leadership

Past Chair 2007

Chair 2006

Chair elect 2005

Program Chair 2004

Professional Development Chair 2003

Chair - Doctoral Consortium - National Conference 2002

Reviewer - National Conference 1997- 2002, 2005-2008

Discussant - National Conference Meeting, 1996, 1997, 1998, 1999

OM Division Leadership Team - Member August 1997 to 1998

**Service - Professional Organizations (continued)**

**Decision Sciences Institute**

Track Chair – Developing Business Curriculum – November 2014

Vice President of Professional Development – June 2013 – June 2014  
Board of Directors

New Faculty Consortium Panel Participant - National Conference 2012

Track Chair – Production and Operations Management– Western DSI 2007

Program Committee – International DSI 2006, 2007

Chair - Instructional Innovation Award Committee 2002

Instructional Innovation Award Committee 2000, 2001

Reviewer - National Conference Proceedings, 1996, 1997, 1998, 1999

Discussant - National Conference Meeting, 1996, 1997, 1998

Session Chair – National Conference Meeting, 1997, 1999, 2009, 2011, 2012

Discussant - Midwest Regional Meeting, St. Louis, 1995

**Service - University of Colorado at Colorado Springs**

**Committees:**

Vice Chancellor’s Review Committee	August 2014 to present
Graduate Team Member	August 2014 to present
Dean’s Fifth Year Review Committee	December 2014 to May 2015
Academic Planning Committee Member	August 2012 to August 2013
Campus Strategic Planning Taskforce	August 2011 to May 2012
College Online Undergraduate Taskforce Chair	January 2010 to August 2011

## Service - University of Colorado at Colorado Springs (continued)

## Committees (continued):

Management Department Chair	January 2006 to January 2010
Strategy Team - College of Business	January 2006 to June 2013
Academic Program Review	August 2006 to 2011
Review Team English	Spring 2011
Review Team Communication	Spring 2010
Campus Online Taskforce	October 2009 to 2012
Social Media Taskforce	March 2009 to 2010
Honor's Committee	August 2007 to Aug 2008
NCA Reaccreditation Committee	Spring 2006
MBA Team - chairperson	June 2003 to June 2004
MBA Team - member	August 1997 to June 2003
Winner of Unit Merit 2001-2002	
Faculty Assembly Representative	August 2001 to June 2004
EPUS representative	August 2000 to May 2001
Teaching and Learning Center Advisory Board	October 2000 to Jan 2002
Beta Gamma Sigma:	
President	August 2006 to 2009
Vice President	January 2000 to August 2002 August 2002 to 2004
Reorganization Team	August 1999 to June 2000

**Service - University of Colorado at Colorado Springs (continued)****Administrative Searches:**

Dean Search Committee Member	Nov. 2004 to March 2004
Chancellor Search Committee Member	November 2001 to May 2002
Dean Search Committee Member	July 1998 to July 1999

**Faculty Searches****Chaired:**

Chair - Operations Management Tenure Track Faculty	2010
Chair - Operations Management Tenure Track Faculty	2008/2009
Chair – Quantitative Methods Non Tenure Track Faculty	2008
Chair -Technology Management Tenure Track Faculty	2007/2008

**Staff Searches**

Information Technology Manager	Fall 2015
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**Committee Member:**

Strategic Management Tenure Track Faculty	2012
Visiting Professor Strategic Management	2012
Management Department Innovation Tenure Track Faculty	2011
Ethics Non Tenure Track Faculty Search	2010
Quantitative Methods Tenure Track Faculty	2001/2002
Technology Management Tenure Track Faculty	2000/2001
Management Tenure Track Faculty	1998/1999
Information Systems Tenure Track Faculty	1997/1998



**Professional Business Experience**

**Price Waterhouse** 1989 to 1992  
Middle Market and Growth Company Department  
Manager 1991 to 1992  
Associate 1989 to 1991

Provided executive management consulting to mid-size companies in the areas of manufacturing planning, materials management, information systems and business planning. Project work included: diagnostic reviews, information systems effectiveness reviews, quality management, and strategic planning initiatives.

**Applied Consulting Services** 1986 to 1988

As an independent management consultant associated with Applied Consulting Services, provided both operations and manufacturing consulting to smaller firms and autonomous divisions of large corporations.

**A.T. Kearney** 1983 to 1985  
Associate

Advised large U.S. and European corporations in the areas of market and operations planning. Consulted in automotive, automotive aftermarket, tire, furniture and related industries.