

# Chester G. Chambers

## Curriculum Vitae

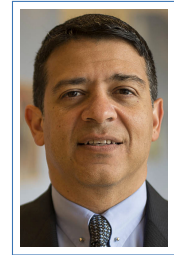
Johns Hopkins Carey Business School  
Baltimore, MD 21202

☎ (410) 205 0462

☎ (410) 234 9410

FAX (410) 234 9439

✉ cchamber@jhu.edu



### DEGREES

**Ph.D.**, *Duke University*, Operations Management.

**M.B.A.**, *University of Virginia*, Darden School of Business, Concentration in Operations Management.

**B.S. Civil Engineering**, *Virginia Polytechnic Institute and State University*.

### CURRENT ACADEMIC APPOINTMENTS

- 2009-Present **Assistant Professor: Operations Management**, Primary appointment. Includes teaching on site and online at MBA and MS levels.
- 2012-Present **Associate Faculty: Armstrong Institute for Patient Safety and Quality**, Three year, appointment. Includes ongoing research, presentations within institute, and limited instruction of residents on quality projects.
- 2013-Present **Assistant Professor: Anesthesiology and Critical Care Medicine**, Courtesy appointment. Includes research and resident education.
- 2013-Present **Faculty Director: Business Analytics & Risk Management Programs**, Annual appointment. Includes program design, coordinating course content, scheduling, accreditation efforts and instructor evaluation. Leading role in marketing, teaching, admissions, advising, faculty recruitment, and outreach.

### PRIOR ACADEMIC APPOINTMENTS

- 2001-2009 **Assistant Professor: IT and Operations Management**, *Southern Methodist University*, Cox School of Business.
- 2007 **Visiting Assistant Professor: Operations Management**, *Washington University in St. Louis*, Olin School of Business.
- 1998-2001 **Visiting Assistant Professor: Operations Management**, *Washington University in St. Louis*, Olin School of Business.
- 1996-1998 **Lecturer**, *North Carolina State University*, Poole College of Management.

### NON-ACADEMIC POSITIONS

- 1985-1990 **Civil Engineer**, *US Army Corps of Engineers - Baltimore District*, Projects included floodplain mapping, evacuation studies, and water supply assessments.

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## PEER REVIEWED PUBLICATIONS

- 2018 **Using a Real-time Location System to Measure Patient Flow in a Radiation Oncology Outpatient Clinic**, *Practical Radiation Oncology*, K. Conley, C. G. Chambers, S. Elnahal, A. Choflet, K. Williams, T. DeWeese, J. Herman, M. Dada.
- 2017 **Managing Shoulder Dystocia Using Data Envelopment Analysis**, *Journal of the Society of Reproductive Investigations*, E.D. Gurewitsch, M. Dada, C. G. Chambers.
- 2017 **Case Article: Miller Pain Center - Eastern Hospital Outpatient Center**, *INFORMS Transactions on Education*, C.G. Chambers, K.A. Williams.
- 2017 **Case Study: Miller Pain Center - Eastern Hospital Outpatient Center**, *INFORMS Transactions on Education*, C.G. Chambers.
- 2016 **Changes to physician processing times in response to clinic congestion and patient punctuality: a retrospective study**, *British Medical Journal - Open*, C.G. Chambers, M. Dada, S.M. Elnahal, S. Terezakis, T.L. DeWeese, J. Herman, K.A. Williams.
- 2015 **Defining Clinical Process Value in Radiation Oncology: A Pilot Study Using a Real Time Location System and Discrete Event Simulation Technology**, *International Journal of Radiation Oncology*, S.M. Elnahal, W.K. Conley, S. Afonso, D. Guss, H. Quon, A.P. Kiess, T.L. Deweese, K. Williams, M. Dada, C.G. Chambers.
- 2015 **Treatment Machine Workload is Associated with Near-Miss and Safety Incidents: Analyzing Safety with a Novel Operations Management Data System**, *International Journal of Radiation Oncology*, S.M. Elhanal, W.K. Conley, A. N. Souranis, V. Briner, T.R. McNutt, T.L. Deweese, M. Dada, C.G. Chambers.
- 2014 **Applying JIT Principals to Resident Education to Reduce Patient Delays: A Pilot Study in an Academic Medical Center Pain Clinic**, *Pain Medicine*, K.A. Williams, C.G. Chambers, M. Dada, D. Hough, R. Aron, J.A. Ulatowski.
- 2014 **Patient Punctuality and Clinic Performance: Observations from an Academic Based Private Practice Pain Centre**, *British Medical Journal - Open*, K.A. Williams, C.G. Chambers, M. Dada, J. McLeod, J.A. Ulatowski.
- 2013 **Advancing Theory in Entrepreneurship from the Lens of Operations Management**, *Production and Operations Management*, P. Phan, C.G. Chambers.
- 2012 **Using Process Analysis to Assess the Impact of Medical Education on the Delivery of Pain Services: A Natural Experiment**, *Anesthesiology*, K.A. Williams, C.G. Chambers, M. Dada, D. Hough, R. Aron, J.A. Ulatowski.
- 2010 **Pricing and Quality Decisions**, *Wiley Encyclopedia of Operations Research and Management Science*, C.G. Chambers.
- 2009 **The Use of Flexible Manufacturing Capacity in Pharmaceutical Product Introductions**, *Decision Sciences*, C.G. Chambers, E. Snir, A. Asad.

- 2008 **Adoption of Cost Reducing Technology by Asymmetric Duopolists in Stochastically Evolving Markets**, *IIE Transactions on Operations Engineering*, C.G. Chambers, P. Kouvelis, P. Su.
- 2006 **Quality-Based Competition, Profitability, and Variable Costs**, *Management Science*, C.G. Chambers, P. Kouvelis, J. Semple.
- 2006 **Modeling and Managing the Percentage of Satisfied Customers in Hidden and Revealed Waiting Line Systems**, *Production and Operations Management*, C.G. Chambers, P. Kouvelis.
- 2006 **Supply Chain Management Research in Production and Operations Management**, *Production and Operations Management*, P. Kouvelis, C.G. Chambers, H. Wang, *Identified by Essential Science Indicators as a Fast Breaking Paper and in the top 1% of recent works based on citation counts.*
- 2005 **Manufacturing Operations Manuscripts Published in the First 52 Issues of POM: Review, Trends, and Opportunities**, *Production and Operations Management*, P. Kouvelis, C.G. Chambers, D. Yu.
- 2004 **Technological Advancement, Learning, and the Adoption of New Technology**, *European Journal of Operational Research*, C.G. Chambers.
- 2003 **Competition, Learning and Investment in New Technology**, *IIE Transactions in Operations Engineering*, C.G. Chambers, P. Kouvelis.

## ONGOING RESEARCH & ADDITIONAL PUBLICATIONS

**Managing Clinical Appointments in an Academic Medical Center**, C.G. Chambers, M. Dada, Preparing for submission to *OR Practice*.

**Endowment Strategies for Investment Withdrawals by Retirees**, C.G. Chambers, Preparing for submission to *Journal of Financial Planning*.

Forthcoming **Using Analytics to Improve Patient Flow in Outpatient Clinics in *Essentials of Business Analytics*.**

2017 **Retirement Planning and Risk Management**, *Johns Hopkins Carey Business School*.

2015 **Blaustein Pain Clinic: JHOC**, *Johns Hopkins Carey Business School*.

2005 **Global Supply Chain Competition in Acrylic Fibers in the New Millennium: Solutia, Acrilan Division and the Asian Crisis**, *Washington University, Olin School of Business*.

2001 **B2B Exchanges and Their Supply Chain Integration Role: The Sciqest Experience**, *Washington University, Olin School of Business*.

1998 **Zamech Ltd.**, *In Global Operations and Logistics: Text and Cases*, P.P. Dornier, R. Ernst, M. Fender, P. Kouvelis.

1997 **Oryx Energy in Kazakhstan**, *Duke University, Center for International Business Education and Research*.

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## PRESENTATIONS OF RESEARCH EFFORTS

### Since Joining Johns Hopkins Carey Business School

- 2017 **Evaluating Hospitals Comparative Effectiveness n Managing Shoulder Dystocia Using Data Envelopment Analysis**, *Annual Meeting of the Society for Reproductive Investigation*, Orlando, FL.
- 2016 **Adaptive Behaviors in Outpatient Clinics**, *INFORMS International Conference*, Hawaii, HI.
- 2014 **Cyclic Scheduling for Outpatient Clinics in Academic Medical Centers**, *University of Wisconsin at Milwaukee*, Milwaukee, WI, Invited talk.
- 2014 **Using Process Analysis to Assess the Impact of Medical Education on the Delivery of Pain Services**, *Sustainability Summit and Exposition*, Milwaukee, WI, Invited talk.
- 2013 **Supply Chain Coordination**, *DSI Annual Conference*, Baltimore, MD, Invited talk.
- 2013 **Patient Pre-Processing and Patient Flow**, *Armstrong Research in Progress Symposium*, Baltimore, MD, Invited talk.
- 2013 **Improving Patient Punctuality in Outpatient Clinics**, *POM National Conference*, Denver, CO, Session chair.
- 2013 **Pre-processing to Improve Patient Flow, Education, and Quality of Care**, *POM National Conference*, Denver, CO, Session chair.
- 2013 **Patient Flows in Private Practice vs. Academic Medical Centers**, *Armstrong Institute Resident Scholars Program*, Baltimore, MD.
- 2012 **Improving Clinic Performance Using Simulation and Process Re-engineering**, *INFORMS Annual Meeting*, Phoenix, AR.
- 2011 **A Framework for Supply Chain Contractng**, *INFORMS International Conference*, Buenos Aires, Argentina.

### Prior to Joining Johns Hopkins Carey Business School

- 1999-2011 **Conference presentations**, Regular presenter at INFORMS, POMS, and DSI National and International conferences.
- 1999-2011 **Invited talks**, *Colorado School of Mines, George Washington University, Indiana University, Marquette University, Old Dominion University, Purdue University, Rochester University, Singapore Management University, Tulane University, University of Alberta, University of Connecticut, University of Maryland, University of Michigan, University of Mississippi, University of North Carolina, and University of Western Ontario.*

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## RECENT INTERVIEWS WITH PRINT MEDIA

- 2017 **Face-Time with Your Doctor**, *Redbook*.
- 2017 **Patient Punctuality**, *Men's Health*.
- 2015 **Research on Outpatient Clinics**, *Changing Business*, Spring.

- 2014 **Just-in-Time Management Principles Helped Reduce Patient Wait Time**, *CardiologyToday.com*, October 1.
- 2014 **Pre-Processing May Reduce Patient Delays in Medical Education Settings**, *MedicalResearch.com*, September 22.
- 2014 **Calculated Risk**, *One Magazine*, Spring/Summer.
- 2014 **Patient Punctuality Affects Clinic Schedule**, *Reuters*, June, 13.

## ADDITIONAL ACTIVITIES AND SERVICE

### Johns Hopkins University, *Carey Business School*.

- MS Programs Admissions Committee
- Committee on Assurance of Learning for Accreditation
- Faculty Applicant Review Committee
- Hopkins Ebola Working Group
- Deans Award for Faculty Excellence - 2017

### Editorial Positions.

- Senior Editor, **Production and Operations Management**
- Editorial Board, **Manufacturing and Service Operations Management**
- Frequent Reviewer, *Management Science*, *Operations Research*, *Manufacturing and Service Operations Management*, *IIE Transactions*, *EJOR*, *Decision Sciences*

### Doctoral Dissertation Committees.

- Micheal Riggs, Touro University - 2005
- Ping Su, Washington University in St. Louis - 2006
- Zhangjun Tian, Washington University in St. Louis - 2006
- Ata Asad, Southern Methodist University - 2008

### Research Fellowships.

- Cox Research Fellowship - 2005, 2006
- Dunleavy Research Fellowship - 2007, 2008
- Duke Research Fellowship - 1996, 1997

## PEDAGOGICAL DEVELOPMENT

### New Courses and Standard Syllabi Created at Johns Hopkins

- 2018 **Fundamentals of Health Care Operations - Online**, MS Business of Health Core.
- 2017 **Analysis of Health Care Operations**, MBA Elective.
- 2016 **Health Care Operations and Quality Improvement**, MS Business of Health Elective.
- 2016 **Health Services Improvement Projects**, MS Business of Health Elective.
- 2016 **Operations Management Online**, Course creation and first offering Fall 2016.
- 2015 **Data Analytics**, 6 Sections, Fall 2015, Spring 2016.

- 2014 **Simulation and Strategic Options**, Required in all Enterprise Risk Management Programs.
- 2014 **Management of Service Operations**, MBA Elective.
- 2013 **Managing Medical Services**, MBA Elective, MBA/MPH Joint Degree Program.
- 2012 **Business Processes**, GMBA Core.
- 2012 **Immersion in Healthcare Process Improvement**, MBA Elective.
- 2010 **Operations Management**, MBA Core.
- 2010 **Decision Models**, MBA Core.

### Courses Taught in Prior Appointments

- 2001-2008 **Southern Methodist University, Cox School of Business.**
  - Manufacturing Strategy in MBA and MS programs
  - Operations Management in EMBA programs
  - Management of Service Operations in MBA programs
  - Operations Management and Policy in MBA programs
- 1998-2000 **Washington University in St Louis, Olin School of Business.**
  - Advanced Manufacturing Strategy in MBA programs
  - E-commerce and Supply Chain Management in MBA programs
  - Operations Policy and Strategy in MBA programs
  - Real Options Analysis in Operations Management in PhD program
- 1997-1998 **North Carolina State University, Poole School of Business.**
  - Business Strategy in Undergraduate and MS programs
  - Operations Management in Undergraduate programs
  - Introduction to Business Processes in Undergraduate programs

### Testimonials from Students

- Professor Chambers is an amazing case discussion lecturer.
- Prof Chambers is an exceptional leader of case discussions.
- Perfect balance of quantitative/qualitative issues and content/case harmony
- Professor Chambers is by far THE BEST case study facilitator I have every had. He makes you think to bring you to a conclusion.
- He really made us think.
- He directly related concepts we were supposed to learn from the reading assignments to the case discussions and lectures. Each piece of preparation and class was congruent, which helps drive home the main points.
- The instructor gave good opportunities to people to be able to think. He had a great amount of data and he covered the information thoroughly.
- The large workload was brutal, but added real value in the end.
- Great case discussions. Great professor. I wish I had him for more classes. Encouraged comments he disagreed with but had good reasoning. Opened up studies for our interests.
- Well prepared, high energy level, good mix of methods.