

# DECISION LINE

## ANNUAL CONFERENCE



### Two Keynotes added to DSI 2018 Conference

Subodha Kumar

Guy Schweppe, Dell Global Operations Senior Vice President and Christian Thisgaard, Vice President DDM Global COE at SAP join Professor David Simchi-Levi as keynote speakers at the November conference.



## IN THE CLASSROOM



### Resources for Refreshing OM Course Content with Hands-On Activities

Kathryn Zuckweiler

Obviously, there is a wide range of activities that can be considered experiential learning, with the concordant range of time, cost, and other resources required to engage in them. It's important to keep in mind that an activity doesn't have to be splashy to have a positive impact on student learning.

## FROM THE REGIONS



### From the Regions

WDSI offers a conference recap from their annual meeting held in Kauai, HI. EDSI reports on the first PADA Summer Workshop held in Győr, Hungary. ISDSI announces Call for Papers for their December annual conference in Mumbai, India.

## ANNUAL MEETING



### The 2018 Annual Meeting of DSI - Workshops Planned

Thirteen workshops planned for the 2018 conference promise to be both insightful and informative.

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#### Western

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Advertising: For information on agency commissions, annual contract discounts, and camera-ready copy, contact the managing editor. Market- place classifieds (job placement listings) are \$60 per 50 words.

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Website: Decision Line feature articles and more information on the Decision Sciences Institute can be found on the DSI website at [www.decisionssciences.org](http://www.decisionssciences.org)

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ISSUE MONTH	DEADLINES FOR AUTHORS
January issue	December 10th (prior year)
March issue	February 10th
May	April 10th
July issue	June 10th
October issue	September 10th

## VISION STATEMENT

Decision Sciences Institute will be recognized globally as a scholarly professional association that creates, develops, fosters and disseminates knowledge to improve managerial decisions.

## MISSION STATEMENT

Decision Sciences Institute provides forums to create, disseminate and use knowledge to improve managerial decision making involving systems and people.



Johnny Rungtusanatham  
2018-2019 DSI President  
rungtusanatham.1@osu.edu

Dear Colleagues:

In April 2018, I highlighted the progress that DSI has made in the last few years, shared with you my agenda for the upcoming year, and promised to write again to provide an update. I will keep this short and to-the-point, knowing that actions speak louder than words. By the way:

- In case you have not had a chance to review the strategic plan, please take a moment to learn more by reviewing it on the DSI website by going to Discover DSI – Governance – [Strategic Plan](#).
- Also, if you are interested in the various DSI working committees and the invaluable service committee members volunteer for, read about them at Discover DSI – Leadership – [Committees](#).
- For those of you interested in the financials of DSI, please be informed that the audit for 2017-2018 is complete, has been reviewed by the Board and has been shared with treasurers of US-based regions for their review.
- Finally, recall the three principles DSI is committing to in order to strengthen relationships with regions:  
**Principle 1:** Whatever activities DSI and regions decide to engage in, these should be mutually-beneficial not only to both DSI and regions but also across regions.

**Principle 2:** As DSI and regions work to provide value to members, substantive and meaningful presence, for both parties, should be fostered and supported for mutual understanding.

**Principle 3:** Before finalizing any decision for any activity, there should be genuine efforts to enhance coordination between DSI and regions and among regions to avoid territorial and programmatic conflicts.

These principles have been shared with regions and will soon be articulated on the DSI website.

Now, on to what has transpired since April . . .

## 1. ARTICLES OF INCORPORATION AND BYLAWS

Voting as I pen this update should have closed as of July 24, 2018. Voting results will be announced soon. The DSI Board and I are hopeful that the proposed changes will be ratified and, thereby, usher in a golden opportunity to move DSI forward that is organizationally encompassing, flexible, and capable of being more innovative.

## 2. "A COMMUNITY OF SCHOLARS, EDUCATORS, AND PROBLEM-SOLVERS" TAGLINE

In progress. Once the proposed changes to the governance documents are ratified, attention will turn to creating a new DSI logo and web presence that includes this tagline. One appealing idea is to perhaps get member input broadly at the 2018 Annual Conference of DSI in Chicago, IL, so this can be implemented in celebration of DSI's 50th anniversary in 2019.

## 3. "REGIONAL BEST PAPER PRESENTATION AT DSI ANNUAL CONFERENCE" COMPETITION

This initiative has launched and will be showcased at the 2018 Annual Conference of DSI in Chicago, IL. The committee, chaired by Joy Field of Boston College, has worked diligently to define policies and specify procedures for this initiative.

In a nutshell, other than ISDSI (because of the December timing of their conference), all other regions have submitted an entry into this competition. The submission is considered a finalist, with the author/author team receiving a certificate and small monetary recognition from DSI. Regions are also helping to provide support to the author/author team to participate, with the level of support determined by individual region. The entries are then judged live at the 2018 Annual Conference of DSI. One will be selected as the overall winner, with an additional certificate and monetary award from DSI. The committee is working with DSJ and DSJIE editors to have one or more

*CONTINUED ON PAGE 5*



**Maling Ebrahimpour** is the Dean and Professor of Supply Chain in the College of Business Administration at The University of Rhode Island. He is an active researcher and has authored or coauthored over 100 articles that have been published in scientific journals and proceedings. Most of his work focuses on various issues of quality in both service and manufacturing companies. He received his PhD in business administration from University of Nebraska-Lincoln and has served on the editorial review board of several journals, including *Journal of Quality Management*, *Journal of Operations Management*, and *International Journal of Production Research*. [mebrahimpour@uri.edu](mailto:mebrahimpour@uri.edu)

DSI President, Johnny Rungtusanatham, starts his letter by reminding us of the incoming changes to the DSI in terms of the strategic plan and listing a few principles that he believes strengthen DSI and DSI regions. In the rest of his letter, he discusses the new DSI presence on the web and changing of DSI logo. The board has decided to include a new session at the annual DSI conference titled: "Regional Best Paper Presentation at DSI Annual Conference" Competition. Another new initiative is the creation of the "Life-Time Distinguished Education Award." He then reminds us of the 2018 DSI Conference to be held in Chicago and the next year's 50th Anniversary of DSI Conference to be held in New Orleans. Last but not least, he reports that the DSI Board approved a revised structure for the DSI annual conference that creates three distinct pillars for the Conference. These pillars are A- competitive paper submissions focused on functional knowledge, B- competitive paper submissions with the focus on pedagogy, and C- Professional Development.

As you know the membership has voted to accept the proposed changes to the Articles of Incorporation and By-laws. Congratulations to all members and particularly to the members of DSI board that have worked diligently with the focus on improving our organization to serve its membership with high-value products.

There is a great deal of information about the Annual Conference in Chicago. Please read these interesting write-ups and find out how rich this year's program is and how much time and efforts the organizers have put into this conference to make sure that the conference is an added value for all those who participate and attend the conference.

This issue's feature research is an article by Kathryn Zuckweilder. She has submitted an interesting article titled: "Resource for Refreshing OM Course content with Hands-On Activities." You will find this articles really interesting and you will enjoy reading it. In this article, she describes various techniques and methods that she uses to get her students involved in experiential/hands-on learning. She discusses, in some details,

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**Membership Roundtable**, Gyula Vastag, National Szechenyi University [gvastag@gmail.com](mailto:gvastag@gmail.com)

**Supply Chain Management**, Daniel A. Samson, University of Melbourne, Australia [d.samson@unimelb.edu.au](mailto:d.samson@unimelb.edu.au)

**Research Issues**, Mahyar Amouzegar, University of New Orleans, [mahyar@uno.edu](mailto:mahyar@uno.edu)

the following activities/hands-on exercises: Teaching Quality Control Charts Using Chocolate Chip Cookies, Toy Motorcycles for Design of Experiments, Legos for Assembly Line Balancing, Deming's Red Beads, and Using an Integrated Series of Assignments. She does describe what is the need and the time estimate, possible supply needed, and the source for each of these exercises. She refers the reader to check the Decision Sciences Journal of Innovative Education that provides many additional sources for hands-on/experiential learning activities. She offers help and encourages you, our membership, if you have ideas; please submit your ideas in writing to her for possible publication in a future issue of the Decision Line.

Please note that the application for the Carol Latta award is August 31st. You can be a candidate and be nominated if you are a current member of the Institute in good standing and have re-ceived your terminal

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members of the editorial teams present as judges and potentially to provide advice that may lead to respective submissions (but with no guarantees of publication). Please check the 2018 Annual Conference of DSI program schedule, once released, for dates and times and to encourage our colleagues.

#### 4. LIFETIME DISTINGUISHED EDUCATOR AWARD

The Lifetime Distinguished Educator Award has also launched, thanks to the efforts of the committee chaired by Jan Hartley of Bowling Green State University. The deadline for nominating a DSI member for this award is September 1. Details about the award and selection criteria can be found on the DSI website home page.

In the best case, one or two individuals will be recognized for this award at the 2018 Annual Conference of DSI. In the worst case, given the importance and high visibility of this award, the committee also has been given the authority to delay the bestowing of this award until 2019, if necessary. I am keeping my crossed and hope that we all know of and are willing to recommend individuals who are truly deserving of this award.

#### 5. ALL ABOUT THE 2018 ANNUAL CONFERENCE OF DSI IN CHICAGO, IL

The 2018 Annual Conference of DSI will be held at the Hilton Chicago. I toured this facility with Vivian Landrum from the Home Office and reveled in its historical significance. So, be sure to book early.

Professor Subodha Kumar (Temple University) and his team have done an exceptional job of putting the conference program together. I am sure you have received updates about not-to-be-missed academic and practitioner keynotes, including one mystery keynote for the Luncheon hosted by the Fellows (for details, please refer to our conference [website](#)). Submissions are strong and I am looking forward to another very successful conference.

#### 6. LOOKING TO THE 2019 ANNUAL CONFERENCE OF DSI IN NEW ORLEANS, LA

Given that 2019 is a celebratory 50th year of DSI, planning is already underway. The program team for the 2019 Annual Conference of DSI is already hard at work. Professor Kevin Linderman (University of Minnesota) has agreed to serve as the 2019 program chair. If you wish to become involved, please email Kevin to volunteer your service.

More importantly, the DSI Board has approved and affirmed a structure for DSI annual conferences moving forward, effectively adopting the one used in 2014, which prominently organized programming activities around three pillars: (a) competitive paper submissions about new functional knowledge (ideally aimed at satisfying submitting to DSJ), (b) competitive paper submissions about pedagogical innovations or evaluations (ideally aimed at satisfying submitting to DSJIE), and (c) professional development. Note that the professional development pillar is not new; but over the years, it has not been showcased separately. By making this correction in a strategic manner, DSI hopes to ensure that attendees coming to the annual conference of DSI have ample opportunities to learn new research methods, new teaching tools and materials, or new problems and directions for research and teaching.

Sincerely,

Johnny Rungtusanatham  
2018-2019 DSI President  
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(614) 292-0680



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degree (e.g., Ph.D., DBA, etc.) within the past five (5) years and have contributed to the DSI mission. You should be nominated by another faculty member or an academic administrator. There are no self-nominations. Please read the details in this issue and if you are qualified, please ask a faculty or an administrator to nominate you for this prestigious award.

Starting with this year's Annual Conference in Chicago, a new award has been established by the DSI Board called Another important and very prestigious award has been established titled "Decision Sciences Institute Lifetime Distinguished Educator Award." The purpose of this award is to recognize exceptional contributions to teaching and learning in the disciplines of decision sciences during one's career. To qualify for this award, the nominee must meet twelve criteria. Please read the details of this award that is published in this issue. Deadline for nomination is September 1st, 2018.

The next section of DL is devoted to news and highlights from different regions of DSI and their respective

officers are listed. If you have any questions about a region or interested to learn more about a region, please communicate with each regions president or other officers directly.

We are saddened by the loss of two of our active members, Shailesh Kulkarni from the University of North Texas and Professor Cecil Bozarth III from North Carolina University. They were active members of our organization. Please read details of their work and service in the "In Memoriam" section. We send our deepest sympathy to their families. May these two scholars rest in peace.

I encourage you, our reader, to share your opinions, ideas with us by writing and sending it to me at mebrahimpour@uri.edu, or you may send it to the feature editors as shown on this page. I am looking forward to reading your articles for inclusion in a future issue of Decision Line.

Maling Ebrahimpour, PhD Editor

## REMINDER REGARDING DSI MEMBER MANAGEMENT SYSTEM LOGIN

Current and past DSI members who are trying to log into their DSI accounts will not be able to use their old user names and passwords the first time an attempt is made to log into the new GrowthZone system. Security protocol does not allow the trans-

fer of passwords from one system to another. Thus accounts must be activated before they can be accessed.

Any DSI member, current or expired, who is trying to register for the upcoming November conference, will need to activate their DSI account first. To do this, click

on Member Login on the DSI website home page. Do not enter a user name or password - instead click on "Create an Account" found under the Sign In button. Follow the prompts. An email will be sent to you to finish the steps. The email address must match what is in the DSI account. Once the account is activated, normal email login procedures will apply.

Any member more than 120 days past due may need to JOIN DSI again. Once current, past records will be merged with the new record to ensure past history is maintained.

Questions? Contact the Home Office at 713-743-4815 or [email info@decisionssciences.org](mailto:info@decisionssciences.org).



## THE 2018 ANNUAL MEETING OF THE DECISION SCIENCES INSTITUTE

**Hilton Chicago, Chicago, IL**

**November 17 – 19**

Plans are being completed as the 2018 Annual



Conference draws near. To date 1155 submissions have been received and reviewed. As you read this,

the program schedule is being finalized. This year's conference promises to hit the mark on every aspect of why you should attend an industry conference – educational opportunities, networking with peers, meet vendors and suppliers, position yourself in your field, and have a good time!

Adding to the conversations will be the keynote speakers, David Simchi-Levi, Professor of Engineering Systems at MIT; Guy Schweppe, Senior Vice President, Global Operations Dell Inc., and our mystery guest speaker, who, due to the nature of his presentation, we are unable to share his name. But rest assured he will enlighten and entertain you as he discusses making good decisions in difficult moments. (For more information on these speakers please go to the DSI website.)

Below we highlight the informative and insightful workshops planned, several of which are new this year.

### MEDIATION AND MODERATION ANALYSIS WORKSHOP



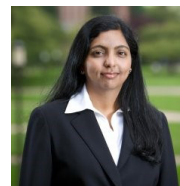
**David Dobrzykowski**  
**Bowling Green State University**

Mediation and moderation analyses techniques represent useful approaches capable of

providing rigorous, nuanced, and meaningful insights that advance OM, SCM, and IS theory and practice.

This workshop will feature authors of mediation and moderation studies from DSJ, JOM, JBL, and other top journals. Hypotheses formulation and analytic approaches will be discussed.

### WHAT AND HOW TO TEACH BUSINESS ANALYTICS TO UGS, MBAS, AND EXECUTIVES



**Anjana Susarla**  
**Michigan State University**

In today's world, Artificial Intelligence is being hailed as the new electricity. Chief executives

of corporations as well as policy makers are anxious to understand the implications of the fundamental shifts in business enabled by business analytics tools, big data and artificial intelligence. As educators we need to be pro-active in equipping students with an analytics-based vocabulary as well as a learning mindset necessary to navigate the changing business environment. Academic scholars will discuss the challenges and opportunities posed by teaching analytics. We will also focus on sharing successful examples of initiatives involving experiential learning and partnership with external stakeholders.



*Subodha Kumar, Temple University, Program Chair*

## BEHAVIORAL RESEARCH AND EXPERIMENTATION IN OPERATIONS MANAGEMENT



**Stephanie Eckerd**  
**Indiana University**

In this workshop, we will discuss research in behavioral operations and supply chain management, the theoretical foundations that provide the basis for much work in our field, and the implications of drawing from such varied backgrounds. This year, there will be a focus on scenario-based role-playing experiments.

## PARADIGMS FOR PARITY IN ADVANCING WOMEN LEADERSHIP IN SUPPLY CHAIN AND OPERATIONS MANAGEMENT



**Funda Sahin**  
**University of Houston**

Women are increasingly entering operations and supply chain management (SC/OM). Yet the pace of advancement of promising women into leadership roles is too slow. This session develops multiple paradigms of the challenges and opportunities for the SC/OM field to bring gender equality into its upper echelons-Full Professor rank, Endowed Chair, Professional Society Fellows, Sr. Editorial Leadership, etc.-by 2025. Senior female and male academics scholars will discuss the issues and strategies for changing the dynamics. We will conclude with a challenging agenda that has the potential to make the 2025 goal a reality.

## COMMUNICATING BUSINESS ANALYTICS RESULTS TO C-SUITES MANAGERS



**Subhashish Samaddar**  
**Georgia State University**

One of the major challenges faced by an analytics team or specialist in the industry or in the academics is to be able to frame, present, contextualize, and communicate the results of their analysis to a very highly important audience – the C-suite members or the senior management of an organization. In this workshop, we describe and demonstrate effective ways of presenting and communication the results to this audience effectively. We offer effective methods, including but not limited to just visualization, and real examples of various situations where a particular way of presenting astronomically changes the overall effectiveness. We have gathered real examples over the years working with our client companies. Audience can take away our demonstration and apply in their own work to improve their presentation effectiveness right away.

## BEST PRACTICES IN PLANNING A REGIONAL DSI CONFERENCE



**Jatinder Gupta**  
**University of Alabama, Huntsville**

Have any of you...  
Organized plant tours during the conference?  
Hosted high-profile speakers?  
Found significant cost savings on housing and meals?  
Collaborated with other regional business organizations such as Federated Business Disciplines (SWDSI, we want to learn how it works)

In addition, we'd like to learn...  
Do you have a Meet the Editors session?



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Which sessions draw the biggest crowds?  
Conference management system (CMS) recommendations, prices, (and maybe ones to stay away from)  
What works best in terms of platform/frequency of communicating with participants? E-mail the entire list-serv? Message through CMS? Post on the website?  
Best ways to set fees for breaking even in the long run without pricing us out of the market, especially in light of decreased funding from textbook sponsors  
Do you bring or rent screens? Do portable tabletop screens work?

### BUILDING RIGOROUS META-ANALYSES



**Alan Mackelprang**  
**Georgia Southern University**

This workshop will be an introduction to meta-analysis methodology.

We will focus not only on how to avoid major pitfalls, but also the powerful and unique insights associated with this method. Tips and tricks gained through conducting several meta-analyses will be shared.

### DESIGNING AND EXECUTING BETTER SURVEY RESEARCH



**Antony Paulraj**  
**University of Nottingham**  
**Ningbo China**

Survey research is one of the fundamental research methodologies

adopted by scholars within different research areas of decision sciences. To ensure that data collected through surveys result in solid publications in leading journals, it is important that we execute the various key aspects such as literature grounding, respondent selection, biases, and data collection in a rigorous fashion. Against this backdrop, this workshop will focus on showcasing the strategies and actions that researchers

need to take so as to design and execute strong survey research. This workshop will involve researchers that have a proven track-record in executing rigorous and successful survey research.

### HOW TO PUBLISH IN TOP TIER JOURNALS



**Suzanne De Treville**  
**University of Lausanne**



**Tyson Browning**  
**Texas Christian University**

This workshop is for doctoral students and faculty who wish to publish in top-tier journals.

Publishing in these journals is in part science, in part art and using appropriate strategy in writing, positioning and engaging with reviewers. You will hear from scholars who will share ideas that will help you succeed.

A panel of current and former editors will share insights on how to publish in top-tier journals:

Tyson Browning, TCU, co-Editor-in-Chief, Journal of Operations Management

Suzanne de Treville, Univ. of Lausanne, co-Editor-in-Chief, Journal of Operations Management

Mark Ferguson, Univ. of South Carolina, co-Editor-in-Chief, Decision Sciences Journal

Subodha Kumar, Temple Univ., Deputy Editor and Department Editor, Production and Operations Management Journal; Deputy Editor-in-Chief, Management and Business Review

Cheri Speier-Pero, Michigan State Univ., co-Editor-in-Chief, Decision Sciences Journal

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Morgan Swink, TCU, former co-Editor-in-Chief, Journal of Operations Management

Sri Talluri, Michigan State Univ., Department Editor, IEEE Transactions on Engineering Management; Senior Editor, Decision Sciences Journal



**Barbara Flynn**  
Indiana University



**Jan Van Mieghem**  
Northwestern University

## MEET THE EDITORS OF DSI JOURNALS



**Mark Ferguson**  
University of Southern Carolina



**Cheri Speier-Pero**  
Michigan State University



**Subodha Kumar**  
Temple University



**Alok Gupta**  
University of Minnesota

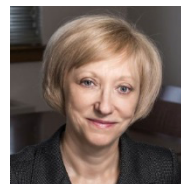
Get up close and personal with the editors of the Decision Sciences Institute journals. The editors will share their insights into what they are looking for and how to successfully position your work to be published in DSJ or DSJIE.



**Constantin Blome**  
University of Sussex

The purpose of this panel is to tap the perspectives of the editors of the leading journals across several disciplines that are encompassed within the Decision Sciences Institute – information systems (MISQ), innovation and technology management (IEEE TEM), operations management (JOM), and supply chain management (JSCM/JPSM). Editors will share their perspectives on the current state of research in their disciplines, the publication process in their journals, and future trends and directions.

## PUBLISHING IN DSJ WORKSHOPS



**Joy Field**  
Boston College

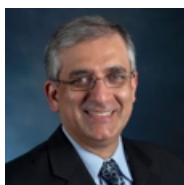
Publishing in DSJ is a workshop to help new authors successfully publish their research in Decision Sciences Journal, an official journal of the Decision Sciences Institute.

### Eligibility

To be eligible for consideration:

Author or author teams must not have previously published in Decision Sciences Journal.

## MEET THE EDITORS OF NON-DSI JOURNALS



**Arun Rai**  
Georgia State University

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Submitted manuscripts must not be under publication consideration at any journal before November 20, 2018.

Each author or author team can submit one and only one manuscript to the workshop. If more than one is submitted, the first one will be the default to be considered.

### Submission Requirements

CV for the author and/or all members of the authoring team.

### Submission Procedure

All submissions must be received by September 15, 2018.

Submissions must be emailed to Joy Field at [fieldjo@bc.edu](mailto:fieldjo@bc.edu).

A submission, once accepted, will be paired with one or more members of the respective editorial team (e.g., an Associate Editor or a Reviewer). Communications can then occur between the author(s) and the selected editorial team members.

Author(s) will meet with the selected editorial team member(s) at the 2018 Annual Meeting of the Decision Sciences Institute to work on finalizing their submissions to DSJ.

Finalized submissions are expected to be submitted to DSJ for formal review soon after the 2018 Annual Meeting of the Decision Sciences Institute passes.

### Questions?

Questions about the Publishing in DSJ workshop for the 2018 Annual Meeting of the Decision Sciences Institute can be directed to:

Joy Field

Workshop Coordinator, Publishing in DSJ

2018 Annual Meeting of the Decision Sciences Institute  
[joy.field@bc.edu](mailto:joy.field@bc.edu)

## PUBLISHING IN DSJIE WORKSHOP



**Matthew Drake**  
**Duquesne University**

Publishing in DSJIE is one of two workshops to help new authors successfully publish their re-

search in official journals of the Decision Sciences Institute: Decision Science

Journal (DSJ) and Decision Sciences Journal of Innovative Education (DSJIE).

### Eligibility

To be eligible for consideration:

Author or author teams must not have published previously in DSJIE.

Submitted manuscripts must not be under publication consideration at any journal before November 30, 2018.

Each author or author team can submit one and only one manuscript to the workshop. If more than one is submitted, the first one will be the default to be considered.

### Submission Requirements

CV for the author and all members of the authoring team.

Manuscript.

### Submission Procedure

All submissions must be received by September 15, 2018.

Submissions must be emailed to [drake987@duq.edu](mailto:drake987@duq.edu).

A submission, once accepted, will be paired with one or more members of the respective editorial team (e.g., an Associate Editor or a Reviewer).

Communications can then occur between the author(s) and the selected editorial team members.

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Author(s) will meet with the selected editorial team member(s) at the 2018

Annual Meeting of the Decision Sciences Institute to work on finalizing their submissions to DSJIE.

Finalized submissions are expected to be submitted to DSJIE for formal review soon after the 2018 Annual Meeting of the Decision Sciences Institute passes.

### Questions

Questions about the Publishing in DSJIE workshop for the 2018 Annual Meeting of the

Decision Sciences Institute can be directed to:

Matthew Drake

Workshop Coordinator, Publishing in DSJIE

2018 Annual Meeting of the Decision Sciences Institute

[drake987@duq.edu](mailto:drake987@duq.edu)

## CONFERENCE REGISTRATION

Registration Is Open – Register early to receive the best rate!

**Register Now**

	Early	Regular	Late/Onsite
Deadlines/Register By:	Sept. 14	Oct. 29	Oct. 30 - Nov. 19
Regular Domestic/International	\$420	\$520	\$570
Member			
Emeritus Member	\$200	\$225	\$250
Student Member	\$125	\$150	\$175

***As a reminder, attendees of the DSI Annual Conference are required to be Decision Sciences Institute members. For information to join or renew your DSI membership by paying the invoice found in your My Info Accounts tab, please go to [decisionsciences.org](http://decisionsciences.org). Remember, all active DSI members will not be able to log into their DSI account in the new GrowthZone system until they Create an Account first. To do this, simply go to Member Login on the DSI home page and do not enter a user name or password, but simply click on Create an Account. Follow the prompts and you will be directed to your existing account.***

## HOTEL RESERVATIONS

The host hotel for the 49<sup>th</sup> Annual Meeting is the Chicago Hilton, located at 720 South Michigan Avenue. The Hilton Chicago is a Chicago landmark that overlooks Grant Park, Lake Michigan, and the Museum Campus. It is the third-largest hotel in Chicago by number of guest rooms; however, it has the largest total meeting and event space of any Chicago hotel. The hotel has





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housed every president of the United States since its opening in 1927.

Hilton Chicago is in walking distance of Soldier Field's games and concerts and the Pilsen neighborhood's bar and restaurant scene. Hop on the 'L' to Chinatown or simply absorb the arts featured in Wabash Arts Corridor. We suggest you enjoy a soulful evening at Buddy Guy's Legends.

The DSI contracted nightly room rate is \$210 per person. You can make a reservation using the online portal found on the DSI website or call the hotel directly at 312-922-4400 and reference Decision Sciences Institute or group code DSS to receive the \$210/night rate. As we have found the hotel is offering lower rates via other online reservation portals, **we strongly encourage you to check around before you book.** Depending on your timing, you may find a lower rate than what we are able to offer at this same hotel.

Reservations must be made by Thursday, October 18 to receive the contracted rate.

For more information on the DSI 2018 Annual Meeting please visit [decisionsciences.org](http://decisionsciences.org).

Looking forward to seeing you there!

## THINGS TO DO WHILE IN CHICAGO

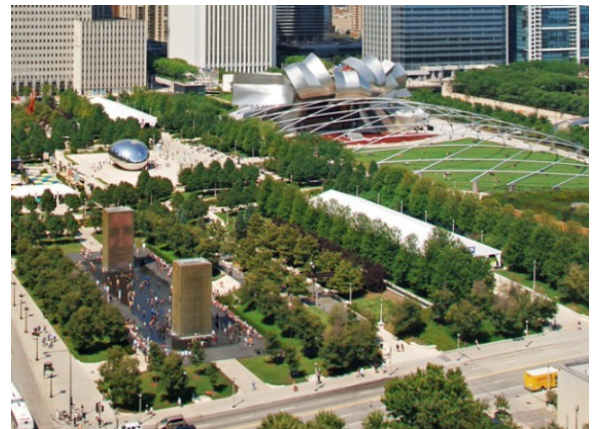
### Sky Deck



Experience the breathtaking architecture of the city by visiting The Willis Tower's Skydeck on the 103<sup>rd</sup> floor. At 1,353 feet, The Willis Tower is the eight tallest building in the world. View the city in a unique way by stepping out onto the glass Ledge, A 360 degree glass balcony extending 4.3 feet from the Sky-deck. This thrilling experience allows visitors to take memorable pictures while viewing up to 50 miles and 4 states. While there, be sure to check out the mini exhibits, interactive attractions, theater presentation, and more exciting stuff at the tallest building in the Western Hemisphere!

### Millennium Park

Discover Chicago's, public art, beautiful landscape, and distinct architecture by visiting the Millennium Park. Located just .7 miles from the Hilton Chicago, this tourist attraction consists of tours, concerts, and many more activities. Be sure to check out the Bean, the Crown Fountain, Jay Pritzker Pavilion and Lurie Garden while there.





## TWO KEYNOTES ADDED TO DSI 2018 CONFERENCE

Dell Global Operations Senior Vice President, Guy Schweppe and SAP's Christian Thisgaard have been added to the lineup of keynote speakers for the DSI 2018 Annual Conference taking place in Chicago, IL this November. Both join previously scheduled presenters Professor David Simchi-Levi and the DSI mystery guest entertainer who will perform during the Fellows Luncheon.

Understanding procurement excellence requires influence and collaboration at all stages of the product life cycle, Schweppe's program, titled **Procurement Excellence**, will discuss the journey Dell has been on to advance its procurement practices over the last decade. He will outline Dell's approach to procurement excellence and perform a deep dive into the critical elements of its strategy, including:

1. Tailored talent management to unleash growth potentials of procurement professionals.
2. Established processes and tools to increase procurement influence early in product life cycle.
3. Using advanced market analytics to predict industry dynamics and strategize sourcing.
4. Leveraging sourcing tools to drive value and cost efficiency for the company.
5. Establishing trustful and mutually beneficial relationships with suppliers.

As Senior VP, Schweppe is responsible for Dell's Production Procurement and Global Materials organizations. He serves on the National Minority Supplier Development Council Board of Directors and is a member of the Manufacturers Alliance for Productivity and Innovation Purchasing Council and the Texas A&M University Supply Chain Consortium.



Guy Schweppe,  
Dell Global Operations  
Senior VP

In his presentation, **Practical Examples of ML Deployment in Customer, Materials and Asset Management**, Thisgaard will present three customer cases on how advanced machine learning has helped them radically improve and simplify critical parts of their business:

**Case 1:** Digital Twin. What is the problem space needed to be addressed in order to successfully have the required variables for achieving a statistical model with sufficient accuracy and confidence to be able to fit a highly automated production line, where false positives would easily become detrimental to success.

**Case 2:** Predictive Maintenance. How to rethink maintenance by using ML on streaming data that allows for uncovering unfavorable events early enough to preempt unplanned down-time and secondly to eliminate fixed time-based preventive maintenance in favor of actual wear and tear based maintenance.



Christian Thisgaard,  
VP DDM Global COE,  
SAP

**Case 3:** Customer Segmentation / Churn. How to successfully determine the 1000's of customer segments that make up a company's customer base and then actively utilize the knowledge to provide personalized and consent based (GDPR compliance) related offers pending their profile and their attractiveness to the company.

Each of the cases will outline the business urgency, the critical paths to achieve operationalization (data, people and process) and the resulting new paradigms the companies have been able to realize.

Christian Thisgaard is Vice President, DDM Global COE and SAP globally responsible for SAP's customer co-innovation team. For the last 3 years, Thisgaard has specifically overseen a team of data scientists and platform architects that help customers understand how SAP's market leading technology platform (HANA) are capable of solving decade long challenges due to it's revolutionary in-memory and multi-engine platform. In doing so, he has helped global brands deploy digital twin concepts at scale, real-time customer sentiment and personalized offers and many other innovative solutions that leap-frog past old paradigms and processes.

Before this, Thisgaard led a strategic consulting unit in SAP focusing on value driven roadmaps across a broad range of

processes and industries. Through this tenure he has analyzed and advised customers in almost any industry.

*Guy Schweppe and Christian Thisgaard join Professor Simchi-Levi and the DSI mystery guest speaker at 2018 conference.*

Thisgaard's career started in 1996 with i2 Technologies in Europe (now part of JDA). i2 Technologies was a pioneer in utilizing advanced optimizers and constraint based planning and scheduling in the late 1990's. Christian led the deployment of their advanced optimization software across multiple global companies in high-tech, pulp and paper, telco and retail. After i2 Technologies, Christian worked at Maximo (now part of IBM), where he led a cross-functional team focusing on predictive maintenance mostly within the energy and transportation sectors.

Christian Thisgaard holds an MBA from the University of Phoenix.

## RESOURCES FOR REFRESHING OM COURSE CONTENT WITH HANDS-ON ACTIVITIES

**Kathryn Zuckweiler, Northwestern State University**

For many faculty, summer is a chance to refresh course content and instructional approaches. Over the years, I've tried to make my courses more hands-on and engaging for students because I believe doing fosters learning much more than passive watching or listening. In today's educational parlance, this could be considered a form of experiential learning.

Anecdotally, experiential learning has a meaningful positive effect on students. On their course evaluations, my students comment on how much they enjoy doing simulations and activities in class and that these activities make the topics easier to understand. This broadly reflects student feedback summarized in Fish (2005) and Mahar and Salzarulo (2008), among others.

Obviously, there is a wide range of activities that can be considered experiential learning, with the concordant range of time, cost, and other resources required to engage in them. It follows that some experiences have greater impact than others. It's important to keep in mind that an activity doesn't have to be splashy to have a positive impact on student learning. Rather the key elements are simply those of well-planned class activities, with an emphasis on active student involvement in the lesson.

I've taught an undergraduate operations management survey course many times and occasionally teach an introductory quality course. In both courses, most students have little background with the topics and may struggle with putting the concepts into practice. To overcome this, I use hands-on exercises adopted from decision sciences faculty that have been presented at the DSI annual meeting and/or published in *Decision Sciences Journal of Innovative Education* and other outlets. This is not an exhaustive list of hands-on

exercises, nor is it intended to be. Rather, I hope it provides a handful of ideas as you think about your courses for the upcoming academic year.

Note: My general criteria for adopting an activity are that it is relatively inexpensive (less than \$100, ideally less than \$50), has clear take-away lessons for students, can be led by one instructor, and is fun. The classes I teach can be avenues for recruiting students to become management majors so I want them to experience the practical aspects of business and management in a productive, constructive, engaging environment. There may be frustration and confusion as they work through the activity and associated lessons, but I am diligent about ensuring that the debriefing alleviates any lingering negativity and leaves an overall positive perception.

Here, then, are some of the hands-on activities I use with my students. Many of these were published some years ago, but at least in my classroom they have stood the test of time. Where possible, I include a citation for the source of the activity along with a brief description, time estimate, and supplies needed.

### TEACHING QUALITY CONTROL CHARTS USING CHOCOLATE CHIP COOKIES

I originally learned of this activity at a presentation at a DSI Annual Meeting many years ago. I do not remember the name of the presenter (my sincere apologies to that person), but the citation below describes essentially the same activity (and I hope was written by the original presenter).

This exercise asks groups of students to inspect chocolate chip cookies and count the number of chips in each cookie. The data is then used to create X-bar and R charts and draw conclusions about process variation. It can also facilitate conversations about sampling and the need for consistent inspection standards. The instructor can either record the data and develop the control charts on the board



Kathryn M. Zuckweiler is Dean of the Dr. Billie Doris McAda Graduate School at Northwestern State University. Her research focuses on health care administration, quality, project management, and online education. She has published in such journals as *International Journal of Production Research*, *Academy of Health Care Management Journal*, *International Journal of Distance Education*, *Technologies*, *International Journal of Human Computer Interaction*, *International Journal of Information and Operations Management Education*, and *Decision Sciences Journal of Innovative Education*.

(which seems to help students learn the calculations and facilitates discussion of  $A_2$ ,  $D_4$ , and  $D_3$ ) or show how to do this in a software package (Excel, Minitab, etc.).

**Time estimate:** It usually takes me two 50-minute class periods or a little more than one 75-minute class period to complete the activity, depending on the depth of discussion and quantity of questions about the creation and interpretation of the control charts.

**Supplies needed:** Packages of chocolate chip cookies. I purchase one package of cookies for each group of three or four students.

**Source:** Baker, A. (2014). Teaching quality control with chocolate chip cookies. *Teaching Statistics*, 36(1), 2-6.

A variation on this activity uses candy instead of cookies. See Gaffney, R.L. & Hays, J.M. (2007). Sweet control charts and process capability. *Decision Sciences Journal of Innovative Education*, 5(2), 397-403.

## TOY MOTORCYCLES FOR DESIGN OF EXPERIMENTS

This activity uses Formula Fuelers toy motorcycles to teach Design of Experiments. Formula Fuelers were made by Mattel under the Hot Wheels brand in the early 2000s and are still available through online auction sites. I've always used the motorcycles but there are also Formula Fuelers cars available (and they may actually work better for the lesson than the motorcycles – see the source link below for an explanation).

This activity uses three different liquid “fuels” singly and in combination to affect how far the motorcycle travels. Students prepare the fuel mixture, measure the distance traveled, and record the data, which can be analyzed using full-factorial and fractional ANOVA. This activity has clear independent and dependent variables with an easy-to-understand explanation of the influence of the IVs on the DV. Its clarity makes this a great introduction to Design of Experiments.

**Time estimate:** The entire activity fits comfortably within a three-hour class session, but it could be completed in less time if students perform the data analysis outside of class. I prefer to allow ample time to run the experiment so we can discuss topics such as the need for a randomized run order and things that impact the accuracy of the experiment (for example, the motorcycle running into walls or other objects). I also typically spend class time guiding students through the Minitab data analysis in preparation for a similar homework assignment.

**Supplies needed:** Formula Fuelers motorcycle or car, extra fuel tank (if available; this saves a lot of time during the experiment because one run can be completed while the next tank of fuel is being mixed), three AA batteries; 25-foot (or longer) tape measure; 6 ml syringe to fill fuel tank (it's helpful to have three syringes – one for each type of fuel); three different beverages to use as fuel (my favorites are coffee, tomato juice, and 7Up soda, although Sprite works well too); paper towels for the inevitable spills; device to record data (this can range from a piece of paper to a laptop running Excel or Minitab (or similar software)).

**Source:** <https://www.isixsigma.com/tools-templates/design-of-experiments-doe/teaching-doe-using-formula-fuelers-toy-motorcycles/>

## LEGOS FOR ASSEMBLY LINE BALANCING

Line balancing is a difficult concept for students with little operations background. Most of my students sort-of understand the idea, but don't fully appreciate the impact on process design and efficiency until they see it in practice. The Legos activity designed by Lynn Fish (cited below) allows students to operate the process and then calculate relevant metrics. There are also questions for discussion in the article.

After the discussion of process performance, I extend the activity to allow students to redesign the process to achieve balance and the associated gains. We then recalculate the metrics to see if their proposed rede-

CONT. FROM PG. 17

sign actually generates the gains they expect.

This is a simple, effective, hands-on activity that illustrates a challenging concept clearly and quickly.

**Time estimate:** Roughly 30 minutes, including the process redesign.

**Supplies needed:** Lego Duplo blocks (sizes and quantities described in Fish (2005)), worksheet to record data, timing devices (students can use their phones).

**Source:** Fish, L.A. (2005). Teaching assembly line balancing: A mini-demonstration with DUPLO® blocks or “The Running of the Dogs.” *Decision Sciences Journal of Innovative Education*, 3(1), 169-176.

A related activity that demonstrates the differences between traditional assembly lines and just-in-time manufacturing is described in: Fish, L. A. (2006). Push versus pull mini-demonstration: A continuation of the mini-demonstration with Duplos or “The Running of the Dogs—Part II.” *Decision Sciences Journal of Innovative Education*, 4(2), 323-330.

### DEMING’S RED BEADS

I showed students the Deming Institute’s video of Dr. Deming conducting the red beads experiment until one year I decided to actually do the experiment in class. What a profound difference! One student was trying so hard to meet the production targets that she was

nearly in tears by the third round because she couldn’t figure out what she was doing wrong. When I saw her a few years later, she still remembered that experience and what it taught her about variation. I’ve never forgotten it either.

Using the script linked below, I conduct the experiment much as Dr. Deming did so many years ago. I put cash on the table as a performance incentive, lay off the least-productive workers, exhort the best workers to meet goals, and involve each student in the class in some manner. This activity takes quite a bit of time to complete and many times, students don’t grasp the lessons until the debriefing session. I find,

though, that when we talk through the exercise and reflect on what they experienced, Deming’s points about variation inherent in the process and the demoralizing effects on employees when managers don’t understand becomes crystal clear to the students. From that moment on, there is no confusion about the differences between common and special-cause variation (and the effects

*I encourage you to browse the teaching briefs in Decision Sciences Journal of Innovative Education as there is a treasure trove of hands-on activities in those articles.*

of poor and effective management practices).

**Time estimate:** The activity fits comfortably within a three-hour class session. It can be done across two-plus 50-minute classes or two 75-minute classes. The debriefing discussion is important and should be allotted enough time for students to reflect and ask questions.

**Supplies needed:** 3200 white beads and 800 red



beads (beads may be purchased at a craft store or online; the only stipulation is that they are all the same size); two containers of sufficient size to hold all the beads approximately 8 layers deep; paddle with 50 holes in it to retrieve beads (can be made from two pieces of scrap plywood); signs and data worksheet described in script linked below.

**Source:** Activity script available at: [http://www.redbead.org/group\\_downloads/bob\\_daugherty\\_documents/red\\_bead\\_experiment\\_script\\_doe.pdf](http://www.redbead.org/group_downloads/bob_daugherty_documents/red_bead_experiment_script_doe.pdf)

The Deming Institute Red Beads video is available at: <https://youtu.be/7pXu0qxtWPg>

For a service-oriented version of the red beads experiment, see Wright, C.M. & Smith, M.E. (2003). Serving up the red beads experience. *Decision Sciences Journal of Innovative Education*, 1(1), 127-131.

## USING AN INTEGRATED SERIES OF ASSIGNMENTS

This activity asks students to create their own business in a specified industry and make operations decisions for their company in assignments throughout the semester. Students choose a name for their start-up company and navigate many of the decisions and scenarios that face new businesses.

This approach links the many seemingly disparate operations decisions made by businesses into a cohesive framework that helps students understand operations management from a systems perspective. It also provides a mechanism for teaching students to build spreadsheets to analyze the decisions. The approach can be customized for different businesses in both service and manufacturing sectors, which allows faculty to keep the assignments fresh and relevant.

I've used an integrated series of assignments based on Mahar and Salzarulo's (2008) article for years with hundreds of students. Student feedback has been overwhelmingly positive. The businesses they create provide a context for discussion throughout the

semester, which enhances their engagement and understanding of course content.

**Time estimate:** Requires some prep time for the assignments, but no more than that needed for comparable assignments. In my classes, each student completes the assignments individually so grading time can be an issue in large sections.

**Supplies needed:** None.

**Source:** Mahar, S., & Salzarulo, P. A. (2008). Putting it all together: Weaving a common thread of assignments through introductory OM courses. *Decision Sciences Journal of Innovative Education*, 6(2), 233-237.

Admittedly, these are not new ideas or activities. They are, however, effective, inexpensive, and easy to implement in almost every classroom. They don't require external partners or fee payments or hours of planning and coordination, which makes them usable by any faculty member at any institution.

They work especially well in hybrid courses during face-to-face meetings to boost student engagement and interaction by getting students out of their chairs and working together. I also use some of them with fully-online classes. The integrated assignments easily adapt for online courses. The chocolate chip cookie control charts can be done online by asking each student to get some cookies, count the chips, and post the data to an online spreadsheet. Constructing the control charts can be demonstrated via web conference or screen-capture software.

If you decide to try these activities or seek out others, I encourage you to browse the teaching briefs in *Decision Sciences Journal of Innovative Education* as there is a treasure trove of hands-on activities in those articles. If you use experiential activities in your classes and would like to add them to this list, please email me at [kathryn.zuckweiler@mwsu.edu](mailto:kathryn.zuckweiler@mwsu.edu) and I will be happy to include them in an update in *Decision Line* later this year.

## CAROL LATTA MEMORIAL AWARD FOR OUTSTANDING EARLY CAREER SCHOLAR

DEADLINE: AUGUST 31, 2018

### AWARD INFORMATION

*The Carol Latta Memorial Award for Outstanding Early Career Scholar* recognizes a scholar in the early stages of his or her career in the field of Decision Sciences and who has contributed to the Institute and its goals over the recent past. The award is presented at the Annual Meeting of the Decision Sciences Institute in November 2018. The awardee will receive a plaque and a \$500.00 honorarium.

### ELIGIBILITY

To be eligible:

- A candidate being nominated must be a current member of the Institute in good standing who received his or her terminal degree (e.g., Ph.D., DBA, etc.) within the past five (5) years.
- The nomination should come from a faculty member or academic administrator who are also members of the Institute in good standing (no self-nominations).
- The nomination must include a recommendation letter on official university letterhead and a current curriculum vita (CV) of the candidate.
- The recommendation letter (no more than five pages) should explain why the candidate deserves to be recognized in terms of (a) impact of scholarship on the field of Decision Sciences, (b) excellence in teaching in the field of Decisions Sciences, and/or (b) contributions and service to the Institute.

### SUBMISSIONS

The nomination letter and candidate CV should be emailed to [info@decisionssciences.org](mailto:info@decisionssciences.org) with **Carol Latta Memorial Award for Outstanding Early Career Scholar** in the subject line. Once received, a confirmation email will be sent to both the nominator and the candidate to acknowledge receipt.

### DEADLINE

All nominations must be received by August 31, 2018.

### SELECTION COMMITTEE

The Selection Committee includes the:

- Immediate Past President (Selection Committee Chair)
- VP for Member Services
- VP for Professional Development
- VP for Global Activities
- Recipient of the previous year's award

### Decision Sciences Institute

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Web: [www.decisionssciences.org](http://www.decisionssciences.org)

## DECISION SCIENCES INSTITUTE LIFETIME DISTINGUISHED EDUCATOR AWARD

**Nominations for this new award, that will be presented at the 2018 Annual Meeting in Chicago, will be accepted until September 1, 2018.** A complete nomination package must be submitted electronically to Jan Hartley ([jhartle@bgsu.edu](mailto:jhartle@bgsu.edu)) by September 1. Self-nominations are welcome.

### PURPOSE OF THE AWARD

The purpose of the award is to recognize exceptional contributions to teaching and learning in the disciplines of decision sciences during one's career. Contributions include:

- Innovations in teaching methods, course design, curriculum design, and/or assessment.
- Contributions that improve the effectiveness of teaching and learning of decision sciences disciplines within the profession.
- Sustained, high levels of teaching effectiveness enabling students to achieve academic success.
- Supporting and mentoring students for academic and/or professional growth.
- Sustained personal professional development.

### Qualifications

1. Recipients should have at least 20 years of teaching experience at the college or university level and have been continuous member of the Decision Sciences Institute for at least the last five years prior to the nomination.
2. Members of the DSI Board are not eligible during their term on the Board.

### Nomination Procedures

1. Any DSI member nominate another member. Self-nominations are accepted.
2. The application packet must include:
3. A letter of nomination not to exceed 3-pages that summarizes the nominee's qualifications.
4. Current curriculum vita
5. Evidence of sustained contributions during one's career of:
6. Innovations in teaching methods, course design, curriculum design, and/or assessment.
7. Publications including research articles, books, case studies, teaching briefs, and other teaching materials, presentations, workshops, and/or other dissemination of teaching and learning contributions to the profession.
8. Peer evaluations, student teaching evaluations, teaching awards and/or other evidence of high-levels teaching effectiveness.
9. Indicators of student success.
10. At least one letter from a former student as to what influence the nominee has had in his/her academic and/or professional growth.
11. Other letters of support from students, alumni, colleagues, or academic administrators if desired.
12. Evidence of continuous professional development in teaching and learning.

Questions: contact Jan Hartley at [jhartle@bgsu.edu](mailto:jhartle@bgsu.edu).

## WDSI 2018 KAUA'I

The forty-seventh Annual Meeting of WDSI took place at the Kaua'i Marriott Resort on the beautiful island of Kaua'i in Hawaii during April 3-6, 2018. During the conference 244 papers were presented in 65 sessions organized in 20 tracks. There were 258 registered participants, 32 of which were students, from 111 universities around the globe. The [online proceedings](#) of the conference is available at the WDSI main [website](#).

There were three Junior Faculty Awards granted to **Spyridon Samonas** of CSULB, **Galia Novakova** of Sofia University, and **Zheng Yang** of CSUDH. There were also four Best Paper Awards received by **Sahar H. Machiani** of San Diego State University (Application Paper Category), **Michael J. Gibbs** of CSULB (Empirical Paper Category), **Cenk Caliskan** of Utah Valley University (Theoretical Paper Category), and **Aaron M. Lessin** of Air Force Institute of Technology (Best Graduate Student Category).



The selections committees for these awards were comprised of past WDSI presidents, **Mahyar Amouzegar**, **John Bell**, **Debbie Gilliard**, **John Davies**, **Nafi Heiat**, and **Bruce Raymond**. On behalf of the WDSI Board, we take this opportunity to thank these colleagues. The awards were presented during the WDSI 2018 Business Luncheon by Natasa Christodoulidou, WDSI 2018 President, and Omer Benli, WDSI 2018 Program Chair.





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In addition to presentations of research in various areas of decision sciences, there were a number of presentations of special interest. Among them are a panel discussion on "Challenges and Opportunities Facing Business Schools" (Deans M. Solt, V. Roley, S. Schroeder, and E. Roland), a presentation on "Cultivating a Data Culture for Student Success" by D. Sathianathan, a workshop on "Social Security Planning for Faculty" presented by N. Oestreich, F. Lipman, S. Smith, and J. Williamson, and a tutorial on national security: "Methods for National Security Risk Quantification and Optimal Resource Allocation Decisions" by R. Brigantic.

Another first, *The WDSI History Project*, was initiated at this conference by John Davies of Victoria University of Wellington, New Zealand, a past president of WDSI. It is an attempt to record,

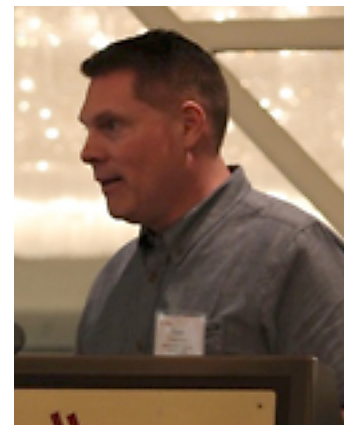


John Davies

recognize and celebrate the people, characters and events that have sustained WDSI for nearly five decades, and which have made the WDSI Annual Meetings fonts of collegial interaction, inclusivity, life-long friendships, career enhancement and fun. As WDSI approaches its 50th Anniversary, a particular sense of urgency exists to document and archive materials and recognize the contributions of the founding fathers and other colleagues who may be long retired and/or in the final third of life.

Theodore Byrne

The conference concluded with the election of the officers and an invitation for next year's conference on the cruise to Cabo San Lucas by the Program Chair Theo Byrne. The next annual meeting, WDSI 2019 will be held from March 3-10, 2019 on the Ruby Princess Departing from Los Angeles for Cabo San Lucas, Mexico.



**The WDSI Board for 2018-2019 are**

**President:** Albert Huang, University of the Pacific

**President Elect:** Ömer S. Benli, CSULB

**Vice President, Program Chair:** Theodore Byrne, CSUDH

**Vice President, Program Chair Elect:** Salem Boumediene, Montana State University, Billings

**Vice President, Member Services:** Pia Gupta, CSULB

**Secretary/Treasurer:** Sheldon R. Smith, Utah Valley University

**Director of Information Systems:** Khosrow Moshirvaziri, CSULB

**Immediate Past President:** Natasa Christodoulidou, CSUDH.

*Below: WDSI Board from left to right: Pia Gupta, Salem Boumediene, Albert Huang, Khosrow Moshirvaziri, Natasa Christodoulidou, Ömer Benli, Theodore Byrne, Sheldon Smith*





## EUROPEAN DECISION SCIENCES INSTITUTE

**Reported by: Krishna S Dhir, PhD**  
**Research Professor**  
**PhD Program in Management**  
**Széchenyi István University**  
**Győr, Hungary**

Széchenyi István University of Győr, Hungary, offers a unique English-speaking PhD Program in Management (SzEEDSM) that is funded and strongly supported by Hungary's National Bank, the Magyar Nemzeti Bank through one of their six foundations, the Pallas Athene Domus Animae Alapítvány, otherwise known as PADA. The program held its first Summer Workshop on June 18th and 19th, 2018. The participants included doctoral students, faculty members, administrators, and staff members from Széchenyi István University's PhD Program in Management and University of Debrecen's Károly Ihrig Doctoral Programme of Management and Business. The rationale behind the workshop was to support the doctoral students in their research and thesis writing, firstly by highlighting current areas of interest and new approaches in Economics and Management, which the students could further investigate as potential research areas, and secondly, to give them an insight into issues surrounding the submission of research articles for publication by professional journals.

The workshop began on Monday afternoon with a visit to the production plant of Audi Hungaria in Győr, Hungary, where the participants witnessed world-class, just-in-time assembly of Audi automobiles. Later that evening, the participants gathered at the Panorama Room of Széchenyi István University's own Famulus Hotel. There, Prof. Dr. Gyula Vastag, Director of the Széchenyi István University's PhD Program in



*Prof. Dr. József Popp, Professor of Economic Sciences at the University of Debrecen [Photo: Krishna Dhir].*

Management, welcomed all the participants. Prof. Dr. József Popp, Professor of Economic Sciences at the University of Debrecen, stated how pleased the participants from his University were for being included in the program.

On the following day, the first morning session was entitled, "Burning issues in Transdisciplinarity and Management," and consisted of two eminent speakers, Dr. Fikret Čaušević, Professor of Economics and International Finance at the University of Sarajevo, Bosnia and Herzegovina, and Dr. Nigel Caldwell, Associate Professor in Logistics at Heriot-Watt University, Edinburgh, UK,. Dr. Fikret Čaušević described

*Welcome Dinner on the first day [Photo: Krishna Dhir].*



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the importance of transdisciplinarity, the overlapping of different sciences and disciplines, and why it has become a crucial issue in economics. He emphasized that it was vital to re-think Economics because in our times growth is as much a political issue as it is an economic one. Dr. Nigel Caldwell discussed prevailing tensions that exist in the field of management. He provided examples such as local versus global production, mature versus emerging economics, and the issue of authenticity. His presentation was designed to stimulate PhD students in identifying useful research areas. He encouraged them to identify tensions, and to look for and positively embrace the paradoxes. He also advised the students to select topics that afforded access to readily available data. A vigorous session of questions and answers followed these presentations, indicating thorough engagement of the doctoral students.

The second session gave the doctoral students an opportunity to “Meet the Editors,” in the format of a round

table discussion.

Dr. Tamás Dusek, Professor at Széchenyi István University, Győr, Hungary, spoke as the Editor-in-Chief of Statisztikai Szemle; Dr. Peter Kelle, Professor



Dr. Nigel Caldwell, Associate Professor in Logistics at Heriot-Watt University, Edinburgh, UK [Photo: Krishna Dhir]

of Decision Sciences at Louisiana State University, Baton Rouge, USA, represented the International Journal of Production Economics; and Prof. Dr. Gyula Vastag of Széchenyi István University, Győr, introduced the Decision Sciences and Pannon Management Review. These speakers provided the editors' perspective on assessing research articles received for publication. The students were given many useful publishing tips.

After lunch, three doctoral students presented their individual research work within the specialization of Transdisciplinarity and Management: Katalin Darabos spoke about her doctoral work on transitions in family businesses, Zoltán Dobra talked about his empirical study on human-machine interaction and Enikő Varga outlined her research into knowledge acquisition in the prevailing Do-It-Yourself era with specific reference to organic farming.



Above: Dr. Fikret Čaušević, Professor of Economics and International Finance at the University of Sarajevo, Bosnia and Herzegovina [Photo: Krishna Dhir].



From Left to Right: Prof. Dr. Gyula Vastag of Széchenyi István University, Győr, Hungary; Dr. Peter Kelle, Professor of Decision Sciences at Louisiana State University, Baton Rouge, USA; and Dr. Tamás Dusek, Professor at Széchenyi István University, Győr, Hungary. [Photo: Krishna Dhir].



## DATA DRIVEN DECISION MAKING IN THE DIGITAL AGE

December 29-30, 2018

### THEME AND OBJECTIVES

Decision-making is at the heart of leadership. As organisations wrestle with deep and fundamental change across the business landscape, how must they prepare to take decisions that are relevant, efficient and effective? Leaders must make the best use of available resources to leverage traditional strengths and capacities to the fullest. Alongside, a host of technical, cultural, behavioural, social and environmental interdependencies can throw up new challenges and opportunities for leaders. Emerging trends and evolving technologies, among them IoT, big data analytics, AI and blockchain, will continue to disrupt current business processes, making the task of managers charged with taking decisions even more complex.

In this context, SPJIMR will host the 12th Annual ISDSI Conference from December 27-30, 2018 at SPJIMR, Mumbai. SPJIMR is a top ranked school of management in India that works with the mission of Influencing Practice and Promoting Value Based Growth. SPJIMR is noted for its award winning pedagogic innovations, active engagement with businesses and unique non-classroom learning methodologies that help build managers and leaders who are socially sensitive and can serve business and society.

The theme of this international conference is "Data Driven Decision Making in the Digital Age". The main objective of this conference is to provide a platform for academicians, researchers and practitioners to:

- disseminate research, providing insights into the challenges, opportunities, emerging strategies and analytical tools in the domain of decision making;
- present case studies on application of tools and techniques;
- explore cutting- edge ideas, results and share experiences.

The conference will feature a number of workshops and panel discussions led by experts from academia and industry.

### List of Tracks

The conference presentation tracks include, but not limited to the following:

1. Business Analytics and Big Data
2. Decision Sciences in Practice
3. Accounting and Finance
4. Economics
5. Entrepreneurship and Strategic Management
6. Information Systems and Technology
7. Innovation & Design Thinking
8. Logistics and Transportation Management
9. Production Management
10. Marketing and Consumer Behaviour
11. Organisational Behaviour and Human Resource Management



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12. Procurement and Sourcing
13. Project Management
14. Public Policy Issues and Management
15. Quality Management and Lean Operations
16. Service Operations
17. Supply Chain Performance
18. Sustainability, CSR, and Humanitarian Operations
19. Healthcare Management
20. Travel and Tourism Management

**Doctoral Colloquium** - The doctoral colloquium provides an opportunity for students who are pursuing their PhD /FPM to present their research to other students and experts in the field. A panel of distinguished researchers will offer feedback and provide valuable insights that can help students improve their research work.



**Workshops** - One of the special attractions of the conference will be the high quality workshops and panel discussions led by experts from industry and academia.



Workshops on the following themes will be held over the duration of the conference

1. Publication in high quality research journals
2. Enhancing the effectiveness of teaching and learning
3. Thought leadership and influencing practice
4. Global accreditations and its impact

## PAPER SUBMISSIONS

The conference will provide a forum for sharing, discussing, and deliberating on a variety of research agendas, ideas, and findings related to different disciplines of management. Academicians, practitioners; and research scholars are invited to submit an abstract of continuous text (no bullet points, no math/Greek symbols) within 100 words describing their current research work. An author may submit no more than 2 abstracts to the conference. The title of the abstract shall not be longer than 15 words.

Participants with accepted abstracts have the option to submit full papers. Selected full papers will be considered for publication in special issues of reputed international journals or volumes of edited books after a due review process.

## IMPORTANT DATES

Submission of Abstract – 31st August 2018

Notification of Acceptance of Abstract – 15th September 2018

Submission of Full-paper (optional) – 31st October 2018

Early-Bird Registration – 31st October 2018

Late Registration – 30th November 2018

## CONFERENCE REGISTRATION

Registration Fee includes conference kit, admission to doctoral colloquium, main conference, technical sessions, plenary sessions, workshops. Lunch, networking breaks with refreshments, Dean's dinner and conference dinner. Please note conference registration does not include DSI membership fee. Registration fees are based upon nationality, category, DSI member/nonmember and date of registration. See registration schedule on ISDSI website.

## ACCOMMODATION

Limited on-campus accommodation including breakfast will be made available for research scholars on a first-come, first-served basis. Based on availability, we may provide on-campus accommodation to few other delegates too, again on a first-come, first-served basis.

## CONFERENCE CHAIRS

Dr. Sajeew Abraham George (SPJIMR)

Dr. Abhijeet Digalwar (President, ISDSI)

Dr. Sriram Narayanan (Michigan State University)

For more information and details on the ISDSI conference visit the [ISDSI website](#).

## SHAILESH S. KULKARNI, PH.D. 1969 - 2018

It is with deep sadness that we announce the passing of University of North Texas (UNT) faculty member Dr. Shailesh S. Kulkarni. Shailesh passed away at the age of 48, while with his family on July 6, 2018. He was a full professor in the Department of Information Technology and Decision Sciences at the UNT. He earned his doctorate in Operations Management from the University of Cincinnati in 1999. He joined UNT in 2000. He was a long-time member and friend of the Decision Sciences Institute and has been a member of the Indian Subcontinent Decision Sciences Institute. He has served the institute in various capacities, most notably as a co-coordinator of the Pre-Proposal PhD Consortium at the 2018 DSI conference. He also was serving on the 2018 Production Operations Management Society's board as the VP of Finance.

Professor Kulkarni carved out a reputation for himself as a rigorous researcher on optimization methods, but branched out into empirical research as well. He published approximately 25 research articles

that appear in prestigious journals such as Decision Sciences, Production and Operations Management Journal, IIE Transactions, European Journal of Operational Research, and the International Journal of Production Economics. He received the Outstanding Senior Faculty Research Award from the UNT College of Business in 2015.

Shailesh is survived by his devoted wife of 17 years, Rohini Patankar, who is enrolled in a graduate program at UNT, his son, Om, and daughter, Tara. Professor Kulkarni was a greatly beloved scholar, colleague, friend, and mentor to countless researchers, faculty members, and most of all to doctoral students. The ITDS department at UNT has formed the Professor Shailesh Kulkarni Memorial Scholarship fund to honor him. In addition, the UNT College of Business Dean created a Shailesh Kulkarni Faculty Research Fund.

*Written by Robert Pavur, University of North Texas*



## DR. CECIL BOZARTH III, PH.D. 1962 – 2018

We are also saddened to deliver the news that another of our esteemed colleagues, Dr. Cecil Bozarth III from North Carolina State University, passed away May 24 at home in Raleigh, NC. As penned by DSI Board member Jennifer Blackhurst: "Cecil was a passionate and delightful educator. His humor, wit, wisdom and dedication to continual learning is a loss for our profession. He touched the lives of many

students and colleagues (near and far) through his work."

Robert Handfield Ph.D. shared his thoughts: "Cecil was well-loved by all he met, and a second father to many. He had a big heart that touched everyone from Georgia to NC State to the car show field and beyond. He earned his PhD in Business from UNC – Chapel Hill and worked





[illegible]

for NC State's Poole College of Management for 26 years, teaching at both the undergraduate and graduate levels. He consulted for various private firms and believed in sharing his knowledge with others to create real and practical solutions.

with a beautiful thoroughbred—a gift from him—and bonding with his “fur-daughter” Gigi. Cecil was fortunate to witness his son Philip’s recent graduation from the University of Georgia, and to witness him grow into a fine man led by his example.

He was a great mentor and a true gentleman. May he rest in peace.

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**Director:** Nilesh Berad, MET Institute of Management

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## ATTEND ONE OF THE DSI REGIONAL ANNUAL MEETINGS NEAR YOU

Make plans to attend – either one near you or one that offers information on your area of interest.

To find out more about each of the regional annual meetings or to register to attend, check out their websites:

EDSI Annual Meeting – Venice and Udine, Italy

**June 3 – 6, 2018**

APDSI Annual Meeting – Bangkok, Thailand

**July 16 - 20, 2018**

## OPEN POSITIONS AT HIGHER EDUCATION INSTITUTIONS

The Decision Sciences Institute website provides a listing of open academic positions. Below you will find Placement Listings for April 13 - July 16, 2018. For more details on these and other position listings, as well as applicant listings, visit the DSI website – [decision-sciences.org](http://decision-sciences.org) Ready to post a position? Guidelines on how to list your position can be found there as well.

POSTING DATE	INSTITUTION	LOCATION	JOB TITLE	JOB TYPE	AREA OF INTEREST
7/16/18	American University, Kogod School of Business	Washington, DC, USA	<a href="#">Assistant or Associate Professor see details</a>	Tenure Track	Business Analytics
7/12/18	Augusta University	Augusta, GA, USA	<a href="#">Assistant or Associate Professor see details</a>	Tenure -Track	Operations Management, Supply Chain Management, Decision Sciences, or related field
7/6/18	California State University Northridge	Northridge, CA, USA	<a href="#">Assistant Professor/Associate Professor see details</a>	Full-Time, Tenure Track	Accounting and Information Systems
7/3/18	Truman State University	Kirkville, MO, USA	<a href="#">Business Administration Professor see details</a>	Full-Time, Tenure Track (rank depending on qualifications)	Business Administration (Operations Management)
7/3/18	Bryant University	Smithfield, RI, USA	<a href="#">Assistant Professor see details</a>	Full-Time, Tenure Track	Operations Management and Strategy
7/3/18	Bryant University	Smithfield, RI, USA	<a href="#">Assistant Professor see details</a>	Full-Time, Tenure Track	Project Management and Operations Management
6/26/18	California State University, Fresno	Fresno, CA, USA	<a href="#">Assistant or Associate Professor see details</a>	Full-Time	Decision Science
6/25/18	The University of California	Davis, CA, USA	<a href="#">Assistant to Full Professors-see details</a>	Full- Time	Business Analytics
6/22/18	Florida Gulf Coast University	Fort Myers, Florida, USA	<a href="#">Alico Chair Eminent Scholar and Full Professor see details</a>	Full-Time - 9 months	Operations Management
6/19/18	Kent State University	Kent, Ohio, USA	<a href="#">Faculty see details</a>	Tenure-Track	Management and Information Systems
6/7/18	Southern Illinois University Carbondale	Carbondale, IL, USA	<a href="#">Instructor, Lecturer see details</a>	Non-Tenure Track	Management Information Systems, Project Management
6/6/18	Roger Williams University	Bristol, Rhode Island, USA	<a href="#">Assistant Professor see details</a>	Full-Time	Management-Operations/Analytics
6/5/18	Salisbury University	Salisbury, MD, USA	<a href="#">Assistant Professor see details</a>	Full-time, Tenure Track	Operations Management, Business Analytics, and/or Supply Chain Management
5/22/18	University of Illinois At Urbana-Champaign	Campaign, IL, USA	<a href="#">Faculty see details</a>	Non- Tenure Track	Operations Management
5/10/18	Mt. San Antonio College	Walnut, CA	<a href="#">Business Analyst see details</a>	Classified	Information Technology
5/2/2018	Penn State Erie	Erie, Pennsylvania	<a href="#">Assistant or Associate Professor see details</a>	Tenure-Track	Project Management/Supply Chain Management
4/13/18	University of California, Riverside	Riverside, USA	<a href="#">Lecturer see details</a>	Part-time	Information Systems

## 2010 - CURRENT

2017–2018	Jatinder (Jeet) Gupta, University of Alabama – Huntsville
2016–2017	Funda Sahin, University of Houston
2015–2016	Morgan Swink, Texas Christian University
2014–2015	Marc Schniederjans, Deceased
2013–2014	Maling Ebrahimpour, University of South Florida, St. Petersburg
2012–2013	E. Powell Robinson, Jr., University of Houston
2011–2012	Krishna S. Dhir, Berry College
2010–2011	G. Keong Leong, University of Nevada, Las Vegas
2009–2010	Ram Narasimhan, Michigan State University

## 2000 – 2009

2008–2009	Norma J. Harrison, Macquarie Graduate School of Management
2007–2008	Kenneth E. Kendall, Rutgers University
2006–2007	Mark M. Davis, Bentley University
2005–2006	Thomas E. Callarman, China Europe International Business School
2004–2005	Gary L. Ragatz, Michigan State University
2003–2004	Barbara B. Flynn, Indiana University
2002–2003	Thomas W. Jones, University of Arkansas–Fayetteville
2001–2002	F. Robert Jacobs, Indiana University–Bloomington
2000–2001	Michael J. Showalter, Florida State University
1999–2000	Lee J. Krajewski, University of Notre Dame

## 1990–1999

1998–1999	Terry R. Rakes, Virginia Tech
1997–1998	James R. Evans, University of Cincinnati
1996–1997	Betty J. Whitten, University of Georgia
1995–1996	John C. Anderson, University of Minnesota–Twin Cities

1994–1995	K. Roscoe Davis, University of Georgia
1993–1994	Larry P. Ritzman, Ohio State University
1992–1993	William C. Perkins, Indiana University–Bloomington
1991–1992	Robert E. Markland, University of South Carolina
1990–1991	Ronald J. Ebert, University of Missouri–Columbia
1989–1990	Bernard W. Taylor, III, Virginia Tech

## 1981 – 1989

1989–1990	Bernard W. Taylor, III, Virginia Tech
1988–1989	William L. Berry, Ohio State University
1987–1988	James M. Clapper, Aladdin TempRite
1986–1987	William R. Darden, Deceased
1985–1986	Harvey J. Brightman, Georgia State University
1984–1985	Sang M. Lee, University of Nebraska–Lincoln
1983–1984	Laurence J. Moore, Virginia Tech, Deceased
1982–1983	Linda G. Sprague, China Europe International Business School
1981–1982	Norman L. Chervany, University of Minnesota–Twin Cities
1979–1981	D. Clay Whybark, University of North Carolina–Chapel Hill

## DSI FOUNDED – 1979

1978–1979	John Neter, University of Georgia
1977–1978	Charles P. Bonini, Stanford University
1976–1977	Lawrence L. Schkade, University of Texas–Arlington
1975–1976	Kenneth P. Uhl, Deceased
1974–1975	Albert J. Simone, Rochester Institute of Technology
1973–1974	Gene K. Groff, Georgia State University
1972–1973	Rodger D. Collons, Drexel University
1971–1972	George W. Summers, Deceased
1969–1971	Dennis E. Grawoig, Deceased



Adam, Everett E., Jr.  
Anderson, John C.  
Benson, P. George  
Beranek, William  
Berry, William L.  
Bonini, Charles P.  
Brightman, Harvey J.  
Buffa, Elwood S.\*  
Cangelosi, Vincent\*  
Carter, Phillip L.  
Chase, Richard B.  
Chervany, Norman L.  
Clapper, James M.  
Rodger D. Collons  
Couger, J. Daniel\*  
Cummings, Larry L.\*  
Darden, William R.\*  
Davis, K. Roscoe  
Davis, Mark M.  
Day, Ralph L.\*  
Digman, Lester A.  
Dock, V. Thomas  
Ebert, Ronald J.  
Ebrahimpour, Maling  
Edwards, Ward  
Evans, James R.  
Fetter, Robert B.  
Flores, Benito E.\*  
Flynn, Barbara B.  
Franz, Lori S.  
Ghosh, Soumen  
Glover, Fred W.  
Gonzalez, Richard F.  
Grawoig, Dennis E.\*  
Green, Paul E.  
Groff, Gene K.  
Gupta, Jatinder N.D.  
Hahn, Chan K.  
Hamner, W. Clay

Hayya, Jack C.  
Heineke, Janelle  
Hershauer, James C.  
Holsapple, Clyde  
Horowitz, Ira  
Houck, Ernest C.\*  
Huber, George P.  
Jacobs, F. Robert  
Jones, Thomas W.  
Kendall, Julie E.  
Kendall, Kenneth E.  
Keown, Arthur J.  
Khumawala, Basheer M.  
Kim, Kee Young  
King, William R.  
Klein, Gary  
Koehler, Anne B.  
Krajewski, Lee J.  
LaForge, Lawrence  
Latta, Carol J.\*  
Lee, Sang M.  
Luthans, Fred  
Mabert, Vincent A.  
Malhotra, Manoj K.  
Malhotra, Naresh K.  
Markland, Robert E.  
McMillan, Claude \*  
Miller, Jeffrey G.  
Monroe, Kent B.  
Moore, Laurence J.\*  
Moskowitz, Herbert  
Narasimhan, Ram  
Neter, John  
Nutt, Paul C.  
Olson, David L.  
Perkins, William C.  
Peters, William S.  
Philippatos, George C.  
Ragsdale, Cliff T.

Raiffa, Howard \*  
Rakes, Terry R.  
Reinmuth, James R.  
Ritzman, Larry P.  
Roth, Aleda V.  
Rungtusanatham, Manus (Johnny)  
Sanders, Nada  
Schkade, Lawrence L.  
Schniederjans, Marc J.\*  
Schriber, Thomas J.  
Schroeder, Roger G.  
Simone, Albert J.  
Slocum, John W., Jr.  
Smunt, Timothy  
Sobol, Marion G.  
Sorensen, James E.  
Sprague, Linda G.\*  
Steinberg, Earle

Summers, George W.\*  
Tang, Kwei  
Taylor, Bernard W., III  
Troutt, Marvin D.  
Uhl, Kenneth P.\*  
Vakharia, Asoo J.  
Vazsonyi, Andrew\*  
Voss, Christopher A.  
Ward, Peter T.  
Wasserman, William\*  
Wemmerlov, Urban  
Wheelwright, Steven C.  
Whitten, Betty J.  
Whybark, D. Clay  
Wicklund, Gary A.  
Winkler, Robert L.  
Woolsey, Robert E. D.  
Wortman, Max S., Jr.\*  
Zmud, Robert W.

\*Deceased

*In order for the nominee to be considered, the nominator must submit in electronic form a full vita of the nominee along with a letter of nomination which highlights the contributions made by the nominee in research, teaching and/or administration and service to the Institute. Nominations must highlight the nominee's contributions and provide appropriate supporting information which may not be contained in the vita. A candidate cannot be considered for two consecutive years.*

#### **Send nominations to:**

Chair of the Fellows Committee Decision Sciences Institute  
C.T. Bauer College of Business 334 Melcher Hall, Suite 325  
Houston, TX 77204-6021  
[info@decisionssciences.org](mailto:info@decisionssciences.org)

# INSTITUTE CALENDAR

## 2018

**November 16-19** DSI National Annual Meeting  
Chicago Hilton, Chicago, IL

## 2019

**February 20 – 22** Southeast DSI Annual Meeting  
Savannah, GA

**March 5 – 10** Western DSI Annual Meeting  
Los Angeles, CA

Visit the [DSI website](#) for details on these upcoming events.

# MEMBERSHIP RATES

DSI Membership Rates							
Based on the GDP per Capita (PPP)							
All dues amounts are in United States dollars (\$)							
	MEMBER CATEGORY A	MEMBER CATEGORY B	MEMBER CATEGORY C				
MEMBER TYPE	Greater than 75th Percentile	50th -75th Percentile	Less than 50th Percentile				
Regular	\$160	\$80	\$40				
Emeritus	\$80	\$40	\$20				
Student	\$0	\$0	\$0				
	Australia Austria Bermuda British Virgin Islands Brunei Canada Cayman Islands Falkland Islands (Islas Malvinas) Gibraltar Guernsey Hong Kong Iceland Ireland Isle of Man Jersey Kuwait Liechtenstein Luxembourg Macau Monaco Netherlands Norway Qatar Singapore Sweden Switzerland United States	Andorra Bahamas, The Bahrain Belgium Denmark European Union Faroe Islands Finland France Germany Greenland Guam Israel Italy Japan Korea, South Malta New Caledonia New Zealand Oman Saint Pierre and Miquelon Saudi Arabia Slovenia Spain Taiwan Turks and Caicos Islands United Arab Emirates United Kingdom	Afghanistan Albania Algeria American Samoa Angola Anguilla Antigua and Barbuda Argentina Armenia Aruba Azerbaijan Bangladesh Barbados Belarus Belize Benin Bhutan Bolivia Bosnia and Herzegovina Botswana Brazil Bulgaria Burkina Faso Burma Burundi Cabo Verde Cambodia Cameroon Central African Rep. Chad Chile China Colombia Comoros Congo, Democratic Republic of the	Congo, Republic of the Cook Islands Costa Rica Cote d'Ivoire Croatia Cuba Curacao Cyprus Czech Republic Djibouti Dominica Dominican Republic Ecuador Egypt El Salvador Equatorial Guinea Eritrea Estonia Ethiopia Fiji French Polynesia Gabon Gambia, The Georgia Ghana Greece Granada Guatemala Guinea Guinea-Bissau Guyana Haiti Honduras Hungary India Indonesia	Iraq Jamaica Jordan Kazakhstan Kenya Kiribati Korea, North Kosovo Kyrgyzstan Laos Latvia Lebanon Lesotho Liberia Libya Lithuania Macedonia Madagascar Malawi Malaysia Maldives Mali Marshall Islands Mauritania Mauritius Mexico Micronesia Moldova Mongolia Montenegro Montserrat Morocco Mozambique Namibia Nauru Nepal	Nicaragua Niger Nigeria Niue N. Mariana Islands Pakistan Palau Panama Papua New Guinea Paraguay Peru Philippines Poland Portugal Puerto Rico Romania Russia Rwanda Saint Helena, Ascension, and Tristan da Cunha Saint Kitts and Nevis Saint Lucia Saint Vincent and the Grenadines Samoa San Marino Sao Tome and Principe Senegal Serbia Seychelles Sierra Leone Saint Maarten Slovakia Solomon Islands Somalia	South Africa South Sudan Sri Lanka Sudan Suriname Swaziland Syria Tajikistan Tanzania Thailand Timor-Leste Togo Tokelau Tonga Trinidad and Tobago Tunisia Turkey Turkmenistan Tuvalu Uganda Ukraine Uruguay Uzbekistan Vanuatu Venezuela Vietnam Virgin Islands Wallis and Futuna West Bank Western Sahara Yemen Zambia Zimbabwe