

DECISION LINE

PRESIDENT'S MESSAGE



President Hartley Delivers First Address

I am honored and excited to have the opportunity to serve DSI during our 50th Anniversary year. First I want to thank President Johnny Rungtusanatham for his outstanding leadership as the 2018-19 DSI President. >> More

ANNUAL CONFERENCE



2019 Annual Conference Update

Submission deadlines draw near, special events are announced and changes are taking place at the DSI 2019 annual Conference taking place November 23 – 25 in New Orleans. Relive history via the Historical Walking Tour, party with parade floats during the Welcome Reception at the Mardi Gras Float Den and enjoy live jazz music after the Sunday dinner banquet. >> More

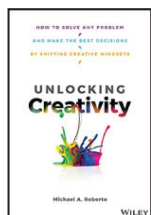
DSJ AND DSJIE



Invitation to Apply for Co-Editor of DSJ or Editor of DSJIE

DSI is seeking qualified candidates for Co-Editor of DSJ and Editor of DSJIE and invites applications and nominations for these positions. >> More

FROM THE BOOKSHELF



Book Review for "Unlocking Creativity: How to Solve any Problem and Make the Best Decisions by Shifting Creative Mindsets"

By Mehmet G. Yalcin

Unlocking Creativity could provide much needed guidance with any type of scholarly activities including research, teaching, and service. Authored by Michael A. Roberto, Bryant University, the book effectively demonstrates how the processes it teaches can be executed by its own creation through the author's due diligence . . . >> More

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2019-2020 DECISION SCIENCES INSTITUTE OFFICERS

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DECISION LINE is published five times a year by the Decision Sciences Institute to provide a medium of communication and a forum for expression by its members, and to provide for dialogue among academic and practitioner members in the discipline. For more information about the Institute, please call 713-743-4815.

News Items: Send your news items and announcements to the editor at the address below.

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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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.



Janet Hartley
2019 - 2020 DSI
President

I am honored and excited to have the opportunity to serve DSI during our 50th Anniversary year. First, I want to thank President Johnny Rungtusanatham for his outstanding leadership as the 2018-2019 DSI President. Following his vision, and through the hard work of the Home Office, the DSI Board, our Regional and Chapter Boards, and the many DSI members who volunteer to serve in so many ways, we have made significant progress toward our strategic goals of: 1) growing and retaining members, 2) increasing the stature of DSI academic journals, and 3) building new and enhancing existing connections with DSI stakeholders.

During our 50th anniversary year, it is important to reflect on our heritage as we embark on our next 50-year journey. Thirty years ago, then-President Bernard Taylor recanted the history of DSI in his letter published in the July 1989 issue of *Decision Line*. He noted that on April 10, 1968, Dennis Grawoig, Professor of Accounting at Georgia State University, sent a letter to an estimated 1,000 business faculty members presenting the idea of developing an association for "business faculty members interested in the quantitative area." In November of that year, 25 faculty members met to form the beginnings of our organization. In December 1968, The American Institute for Decision Sciences was incorporated in Georgia with Dennis Grawoig serving as our first President.

Looking to the future, our vision is "Decision Sciences Institute will be recognized globally as a scholarly professional association that creates, develops, fosters and disseminates knowledge to improve managerial decisions." I encourage you to help us to achieve our vision by submitting

your best work to and reviewing for DSI journals, regularly participating in the annual conference, supporting the US regions and international chapters, and encouraging your colleagues to do the same.

This year is especially important for our journals as *Decision Sciences* Co-Editor Cheri-Speier-Pero, and *Decision Sciences Journal of Innovative Education* Editor Matt Drake are reaching the end of their terms. I want to thank Cheri and Matt for their outstanding leadership, hard work, and willingness to give their valuable time to serve Decision Sciences. We have started the search for these positions, a critically important activity this year.

We are continuing to innovate to add value for our members through our annual conference. November 23-25, we return to New Orleans, the site of our very first conference in 1969. Program Chair Kevin Linderman and Associate Program Chairs Carmela Di Mauro, Thomas Kull, and Dongli Zhang have an exciting program planned. I hope that you will join us to present your work, participate in the interactive professional development workshops, and attend consortia, SIG activities and research sessions. Consider meeting and mentoring new members by serving as a "Conference Buddy." Finally, we have a very special event planned that could only happen in New Orleans to celebrate our 50th anniversary.

I look forward to working with you this year and to celebrating with you in New Orleans. *Laissez les bon temps rouler!!*

Sincerely,
Janet Hartley
2019-2020 President, Decision Sciences
Institute

Welcome to the May 2019 issue of Decision Line. You will find several important announcements; information from DSI's various regions, a book review, as well as the first letter of our new President, Janet Hartley, in this issue. I encourage you to read this issue as not only will it give you the latest update about several DSI regions, but also gives you opportunity to nominate someone for an award given by DSI.

Janet Hartley has written her first letter to you as the President of DSI with focus on the 50th anniversary of our organization and with asking us to look into the future and help DSI to shine as a significant player and disseminator of the knowledge in the area of Decision Making and quantitative analysis. She asks all members to participate in this year's 50th Anniversary of the Decision Sciences Institute.

There are several announcements about the awards and recognitions that are given and/or bestowed upon selected few members of DSI annually for different reasons. Please review them carefully and nominate people who you might think could be worthy of any of these awards. Awards such as "Decision Sciences Institute Lifetime Distinguished Educator Award," "Decision Sciences Institute Fellow," "Decision Sciences Institute Dennis E. Grawoig Distinguished Service Award," and "the Carol J. Latta Memorial Award for Outstanding Early Career Scholar." The eligibility criteria, deadline and submission information for each award are detailed in this issue. Please nominate any DSI member who you believe is worthy of any of these award.

Mehmet Yalcin reviewed a book titled "Unlocking Creativity: How to Solve any Problem and Make the Best Decisions by Shifting Creative Mindsets." This is an interesting book in a crowded market that everyone and anyone talks about innovation and creativity, Michael Roberto discusses solving any problem by shifting the creative mindset. This book seems to offer a different alternative from among so many books that you have read or heard. The author concludes that effective leaders are excellent teachers.

DECISION LINE FEATURE EDITORS:

Dean's Perspective, Maling Ebrahimpour, University of Rhode Island mebrahimpour@uri.edu

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Analytics and Data Science, Subhashish Samaddar, Georgia State University, s-samaddar@gsu.edu

Information Technology, Silvana Trimi, University of Nebraska-Lincoln, silvana@unl.edu

In the News, Vivian Landrum, Decision Sciences Institute, vlandrum@bauer.uh.edu

International Issues, Minoo Tehrani, Roger Williams University, mtehrani@rwu.edu

Membership Roundtable, Gyula Vastag, National Szechenyi University gvastag@gmail.com

Supply Chain Management, Daniel A. Samson, University of Melbourne, Australia d.samson@unimelb.edu.au

Research Issues, Mahyar Amouzegar, University of New Orleans, mahyar@uno.edu

Updates from various DSI regions are presented in the next section of this issue of the Decision Line. You will learn about a lot of interesting activities that different regions are undertaking and what is happening in many DSI regions. Finally, those who are interested and are looking for a job you can find a page that lists opportunities available in different universities.

I encourage you, our reader, to share your opinions, ideas with us by writing and sending it to me at mebrahimpour@uri.edu.

I am looking forward to reading your articles for inclusion in Decision Line.

Maling Ebrahimpour, PhD
Editor
College of Business
The University of Rhode Island



Maling Ebrahimpour is the Dean and Professor of Supply Chain in the College of Business 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

A PORTFOLIO APPROACH TO SUPPLY CHAIN RISK MANAGEMENT

Ram L. Kumar and Sungjune Park

Modern supply chains serve as a critical infrastructure that help create organizational value. This infrastructure is often subject to a high degree of risk due to a variety of factors, and supply chain risk management is an active research area. While extant literature has identified several risk factors and approaches to managing risks in supply chains, there is need for a more integrated approach. Prior research has recognized some relationships between risk management strategies and risk. However, there is scope for additional analysis, understanding, and integration of the relationships between risks, risk management strategies and supply chain value. This article considers a variety of relationships between supply chain risks, risk management strategies, and supply chain value in an integrated manner. It proposes a measure of supply chain value based on finance theory and analyzes its relationship with risks and risk management strategies. It develops an analytical model to understand the above-mentioned relationships, proposes a measure of synergy associated with a portfolio of risk management strategies, and develops a more general simulation model to analyze the value of such a portfolio. The simulation model can be used to understand the value of individual supply chain risk management portfolio components, as well as to compare alternate portfolios of risk management strategies.

SPEAK THEIR LANGUAGE: DESIGNING EFFECTIVE MESSAGES TO IMPROVE EMPLOYEES' INFORMATION SECURITY DECISION MAKING

Allen C. Johnston, Merrill Warkentin, Alan R. Dennis, and Mikko Siponen

Employee disinterest in information security remains one of the greatest impediments to effective information security management programs. How can organizations enhance the persuasiveness of the information security messages used to warn employees of threats and encourage employees to take specific actions to improve their security? We use fear appeal theory and the elaboration likelihood model to argue that security messages presented using more personally relevant language are more likely to induce employees to engage in the recommended protective security behaviors. Our strategy uses organization identification theory to segment employees into two groups and then develops security messages that use language aligned with each of the two segments. We tested this strategy within a large U.S. organization, and found that employees were more likely to consider and act upon messages that used language aligned with their organizational identification than messages using language not aligned. The effect size was large. Our results show that subtly changing less than a dozen words in the way a security message was presented without changing its substantive content (e.g., using "our" instead of "your") has both significant and meaningful effects on how employees think about and respond to it.

GEOGRAPHY STILL MATTERS: EXAMINE THE ROLE OF LOCATION IN ONLINE MARKETS FOR FOREIGN BRANDED PRODUCTS

Xia Zhao, Kexin Zhao, and Jing Deng

Internet technologies and e-commerce have significantly reduced communication and search costs and facilitated trade between distant parties. It has been



Dr. Cheri Speier-Pero is Professor of Information Systems and currently serves and the faculty director for MSU's Masters in Business Analytics program. She has also served as the Associate Dean for MBA and MS Programs at The Eli Broad College of Business, Michigan State University. Dr. Speier-Pero received her Ph.D. in Management Information Systems from Indiana University in 1996.

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advocated that the world becomes flat and geographic divisions are gradually irrelevant. However, recent studies have identified a type of location advantage in online platforms, that is, home bias. To further explore the role of geography in online markets, this study investigates another type of location advantage, the country of origin (COO) effect for online sellers. Using a large listing and transaction data set collected from both an e-commerce retail platform in China and the official Web sites of two foreign brands, we examine the impact of geographic location on online sellers' pricing strategies and transaction quantities. Our research provides empirical evidence supporting the existence of the COO effect for online sellers in the context of foreign branded product exchanges. Furthermore, the results suggest that sellers' location information can be a substitute to their reputation and observable effort in facilitating online transactions.

THE IMPACT OF QUALITY PERCEPTION AND CONSUMER VALUATION CHANGE ON MANUFACTURER'S OPTIMAL WARRANTY, PRICING, AND MARKET COVERAGE STRATEGIES

Kunpeng Li, Lan Wang, Dilip Chhajed, and Suman Mallik

We consider a manufacturer who produces and sells a new product in a monopoly market. The new product quality is unobservable to consumers before purchase. Consumers make purchase decisions based on their perception of product quality. In addition, consumer valuation toward the product will be reduced if a product failure is experienced. We formulate a two-period model to analyze the impact of consumer quality perception and consumer valuation change on manufacturer's optimal decisions over quality, warranty, price, and market coverage strategies. We find that it is optimal for the manufacturer to offer warranty compensation that is higher than the purchase price when he has a low quality reputation but is offering a high-quality product. We also identify the optimal strategy for the manufacturer in terms of market coverage. Specifically,

when the consumer valuation discount factor due to product failure experience is high, it is optimal for the manufacturer to serve only the high segment in the second period. Otherwise, serving both the high and the low segments generates more profit. We further investigate consumer welfare and identify win-win conditions, where the optimal strategy of the manufacturer benefits the consumers as well.

SOFT ORDER COMMITMENT IN SUPPLY CHAINS: ROLE OF PENALTIES AND RATIONING RULES

Zhili Tian, Sammi Yu Tang, and Panos (Panos) Kouvelis

In some industries (e.g., semiconductors, electronics, and agribusiness), buyers place noncommitted orders (called soft orders) to manufacturers in an effort to guide the manufacturer's production decisions. After the buyers know their own demand, they place purchase orders (called firm orders). These orders are often placed very close to the production start time or even after the production start time so that it is not possible for the manufacturer to revise its production schedule. The discrepancies between the soft order and the firm order often result in high excess inventories at the manufacturer. Without any commitment related to the soft orders by the buyers and the production by the manufacturer, the soft orders are often not effective. We hence propose a penalty contract, through which the buyers pay a penalty for canceling some portion of their soft orders. This contract can perfectly coordinate the decentralized supply chain of one manufacturer and multiple buyers and can lead to Pareto improvement in profits relative to the wholesale price contract for all firms in the supply chain. Our results indicate that it is more likely for the contract to achieve coordination and Pareto improvement when the manufacturer allocates the supply in proportion to the firm orders than when it allocates the supply according to the soft orders. We also illustrate the contract by using the data from a leading manufacturer in the industry.

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WHO IS MORE INJURY-PRONE? PREDICTION AND ASSESSMENT OF INJURY RISK

Ashish Gupta, Gary B. Wilkerson, Ramesh Sharda, and Marisa A. Colston

Injuries are the primary determinant of an individual's mobility, which affect not just their workplace productivity in intensive environments such as manufacturing, but also their decision-making ability and quality of life. Managers typically assign workers to projects or tasks without having knowledge about their functional capabilities or current state of injury risk as injuries remain highly underreported at workplaces for fear of reprisal and other reasons. Therefore, high-quality research on injury prevention is nearly nonexistent. Procedures that we use in this study for developing a prediction model for identification of college football players at an elevated injury risk could also be used to quantify injury risk in various occupational settings. Using a number of measurements and models, we arrive at an estimate of an individual's injury likelihood. Our measures include ratings of movement efficiency through physical performance tests, acceleration using Internet of Things (IoT) devices, functional role classifications, and recorded exposures to high-risk conditions.

Findings prescribe several approaches and decision rules for prediction of injury risk and suggest that training programs need to consider an individual's injury risk rather than offer a 'one-size-fits-all' approach. The analytics models derived from a combination of injury risk screening and surveillance data can be used for making decisions about targeting employee-centric risk-reduction interventions, improved matching of tasks to individuals, or deciding job rotation for improved performance, all while enhancing the quality of life of individuals and reducing the escalating costs of work-related injuries borne by employers. These models can also be developed for smartphones.



Matthew Drake, Editor DSJIE

Matt Drake is an Associate Professor of Supply Chain Management in the Palumbo-Donahue School of Business at Duquesne University. As of November 1, 2016 he is the editor-in-chief of the Decision Sciences Journal of Innovative Education. Professor Drake primarily teaches quantitatively-focused courses in the Supply Chain Management program, including graduate and undergraduate level courses in Forecasting, Production Planning, and Inventory Control. He has recently developed a Managerial Decision Tools signature course at the MBA level that covers optimization, simulation and decision analysis.

The Decision Sciences Journal of Innovative Education is currently seeking submissions for a special issue on Teaching Analytics, edited by Ceyhun Ozgur from Valparaiso University, with target publication in early 2020. Papers in this special issue can address any category of analytical tools and methods (i.e., descriptive analytics, predictive analytics, or prescriptive analytics). Initial submissions are due by June 30, 2019. The complete call for papers is posted on the journal's website at www.dsjie.org.

Decision Sciences Journal is a premier business research publication with international visibility and impact. The Journal focuses on theoretical, empirical and methodological investigations of managerial decisions that drive business productivity and success. Such research can be methodologically focused on quantitative approaches, on qualitative methods, or can take the form of insightful reviews and commentaries on best practices in business research. In the tradition of the Institute's interdisciplinary heritage, Decision Sciences Journal dedicates itself to the interdisciplinary investigation of managerial decision making in the recognition that important managerial decision making takes place in a range of critical business areas. Of particular focus are the areas of Operations & Supply Chain Management and Information Systems & Information Technology. This focus encompasses a keen interest in Data Analytics as an emerging synthesis of sophisticated methodology and large data systems used to guide managerial decision making in an

Each candidate or nominee for the Co-Editorship position is requested to provide the following information:

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4. Statement of editorial philosophy, including views on editorial policy, directions the publication should take, and composition of and approach to working with Department Editors, Associate Editors and reviewers.
5. Brief description of administrative, organizational and managerial experience.
6. Brief description of the commitment from your institution for the support of the editorial office for the next four years.
7. Statement concerning your future vision for the Decision Sciences Journal including what kind of editorial structure might be appropriate for attracting and managing high quality submissions from the multiple disciplines represented by the Decision Sciences community.

The due date to apply for the Co-Editor position is August 16, 2019. Nominations for this position must be received well in advance of this date so that there is plenty of time for the Publications Committee to reach out to individuals who have been nominated and encourage them to apply. The process will be kept open until the position is filled. All nominations and applications should be addressed to Dr. Shawnee K. Vickery, VP of Publications and Chair of the Search Committee (vickery@broad.msu.edu). The Publications Committee will provide its recommendations for Co-Editor to the DSI Board by October 1, 2019. The new Co-Editor will be announced at the DSI annual meeting in New Orleans (November 23-25, 2019). The anticipated start date for the new Co-Editor is January 1, 2020.

INVITATION TO APPLY FOR EDITOR OF THE DECISION SCIENCES JOURNAL OF INNOVATIVE EDUCATION

The Decision Sciences Institute (DSI) invites applications and nominations for the next editor of Decision Sciences Journal of Innovative Education. The new editor will serve a four-year term beginning on July 1, 2020. An editor may be reappointed for an additional two years.

The **Decision Sciences Journal of Innovative Education (DSJIE)** is a peer-reviewed journal published by the Decision Sciences Institute. Its mission is to publish significant research relevant to teaching and learning in the decision sciences encompassing quantitative and behavioral approaches to managerial decision making. The journal welcomes submissions relevant to the application and practice of pedagogy and learning in the decision sciences both in business and other domains, for example, healthcare, product development, and engineering management. Articles submitted to the journal should offer either proven innovation in classroom instruction/delivery, new insights into pedagogy, program development, delivery, or assessment, or empirically based analysis of the application of the decision sciences in learning and education. The goal of the journal is to not only provide resources that can enhance instruction, but also serve as a forum for disseminating best practices and new insights.

Each candidate or nominee for the editorship position is requested to provide the following information:

1. Current curriculum vita that includes information about education, academic and administrative positions, publications, honors and awards, professional affiliations and activities, and other relevant items.
2. Description of editorial experience with scholarly journals or other publications.
3. Statement of interest and availability to serve as editor, including a description of anticipated academic and professional responsibilities for the next four years.
4. Statement of editorial philosophy, including views on editorial policy, directions the publication should take, and composition of and approach to working with department editors, associate editors and reviewers.
5. Brief description of administrative, organizational and managerial experience.
6. Brief description of Institutional commitment for the support of the editorial office for the next four years.

The due date to apply for the Editor position is October 1, 2019. Nominations for this position must be received well in advance of this date so that there is plenty of time for the Publications Committee to reach out to individuals who have been nominated and encourage them to apply. The process will be kept open until the position is filled. All nominations and applications should be addressed to Dr. Shawnee K. Vickery, VP of Publications and Chair of the Search Committee (vickery@broad.msu.edu). The Publications Committee will provide its recommendations for Editor to the DSI Board by January 31, 2019. The new Editor will be announced soon afterward. The anticipated start date for the new Editor is July 1, 2020.

2019 ANNUAL CONFERENCE UPDATE

DSI 50TH ANNUAL CONFERENCE

TRANSFORMING DECISION SCIENCES THROUGH EMERGING TECHNOLOGIES

NOVEMBER 23 – 25, 2019
NEW ORLEANS MARRIOTT

Join DSI in New Orleans as we celebrate 50 years of service! Full papers, abstracts, workshops and panel proposal submissions focusing on developing new knowledge across all functional areas of business and curriculum are invited. Papers are ideally positioned for publication consideration by the Decision Sciences Journal and the Decision Sciences Journal of Innovative Education, plus other high impact business journals and business education journals. Panels and workshops focus on identifying emerging research topics and identifying leading edge issues, topics and methodologies.

SUBMISSION DEADLINES DRAWING NEAR

Full Paper Deadline: May 15, 2019

Abstract Deadline: May 30, 2019

Panel Proposal Deadline: May 30, 2019

Workshop Proposal Deadline: May 30, 2019

Award Competition Deadline: May 30, 2019

This year's conference is centered on three pillars – research, pedagogical research and professional development. A full listing of tracks corresponding to each pillar can be found on the DSI conference website, www.decisionsciences.org.

Specific Interest Groups

Two Specific Interest Groups are featured this year – Data, Analytics and Statistics Instruction (DASI) and Project Management.

The primary focus of the DASI SIG is on improving

education and instruction related to the effective use of data for decision-making. For the 2019 Annual Conference of DSI the SIG will have invited sessions, each addressing a particular topic that generally features three or more presenters. The goal of DASI sessions is to engage attendees in current topics of general interest. Sessions generally have time allotted for interactive discussion about the topic. Individuals who want to be a part of an invited session are encouraged to e-mail randrews@vcu.edu with a short description of the topic or topics they would be willing to present during a DASI session at DSI.

The Project Management SIG focuses on temporary organizations within permanent organizations that consolidate the skills, talents, knowledge and capabilities to deliver a clearly specified product, service, or process. This SIG will have invited sessions, each addressing a particular topic that generally features three or more presenters. The goal of Project Management sessions is to engage attendees in current topics of general interest. Sessions generally have time allotted for interactive discussion about the topic. Individuals who want to be a part of an invited session are encouraged to e-mail the coordinators, Gary Klein (gklein@uccs.edu), Qiannong (Chan) Gu (ggu@bsu.edu), or Sheila Smith (smariesmith@bsu.edu) with a short description of a topic or topics they would be willing to present during a Project Management session at DSI.

Award Competitions

There are five Awards Competitions based on submissions for the 2019 Annual Conference of DSI in New Orleans. Winners will be announced at the DSI Luncheon hosted by the Fellows on Monday, November 25. Awards come with a cash prize and certificate.

The Best Paper Awards finalists are chosen by the 2019 Track Chairs from each of the following categories:

- Best Theory-Driven Empirical Research Paper
- Best Theoretical Research Paper
- Best Analytical Research Paper

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- Best Interdisciplinary Paper
- Best Application Paper
- Best Student Paper

The Best Teaching Case Studies Award identifies and recognizes outstanding teaching case studies related to all DSI disciplines. All case authors are invited to submit their new and innovative cases to this competition.

The Elwood S. Buffa Doctoral Dissertation Award competition identifies and recognizes outstanding doctoral dissertation research, completed in the calendar year 2018, in the development of theory for the decision sciences, the development of methodology for the decision sciences, and/or the application of theory or methodology in the decision sciences.

The Instructional Innovation Award identifies and recognizes outstanding pedagogical innovations in the classroom. New, innovative, and effective ways to illustrate key concepts are often what make for a memorable and enhanced learning experience. The submission must outline a teaching innovation that has been used successfully in a class to highlight or clarify a key course concept. The submission should describe the teaching methodology in a way that interested readers will have sufficient information to replicate the pedagogy in their own classes.

The Project Management Institute 2019 Instructional Case Writing Competition aims to generate teachable cases and instructors' guides relevant to managing projects for use in the ongoing improvement of project management courses in business, engineering and IT. Case entry may consider the use of project management as an organizational force in any context (e.g., disaster relief, international development, NGOs, various industries, etc.) Cases may look to instruction in technical approaches (e.g. planning, budgeting, controlling, etc.), behavioral issues (e.g., communications, leadership, teams, etc.), or strategic concerns (e.g. legal, ethics and professionalism, governance, etc.). Submissions are made through the 2019 Annual Meet-

ing Conference management System. Questions may be addressed to either coordinator, Gary Klein (gklein@uccs.edu) or Heather Ramsey (Heather.Ramsey@pmi.org).

Specific instructions for submissions for each award can be found on the conference website.
Note deadlines for submissions for all these awards.

Professional Development Workshops and Panels

To date, the 2019 DSI Annual Conference will offer 16 professional development workshops and panels intended to help attendees become better researchers, teachers, administrators, and professional service volunteers. Workshop leaders have been asked to make these sessions as interactive and hands-on as possible. To view the full listing of workshops and panels planned, visit the conference website.

Consortium

DSI is again continuing the Pre-Proposal PhD, Post-Proposal PhD, New Faculty Development, and Mid-Career Faculty Development Consortia in 2019. To apply for participation consideration, send an email to conference@decisionsciences.org by October 1. Visit the conference website for more details.

SPECIAL EVENTS AND CHANGES TO PROGRAM

Historical Walking Tour

Relive the past fifty years of DSI through the Historical Walking Tour exhibit at the DSI 50th Annual Conference. Memorable photographs, vintage Decision Line covers and conference programs will be highlighted on poster boards. A photo album will be on display containing many photos collected over the years. Pay homage to our founder, first President and Fellow, Dennis E. Grawoig. Enjoy seeing many DSI members at the time they volunteered for various conference and Board positions. Note the progression of leadership through the Board rosters. A lot has changed since the very first conference at the Bourbon Orleans Hotel five decades ago, including the name and logo

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of the institute. Don't miss this nostalgic walk through history.

Welcome Reception

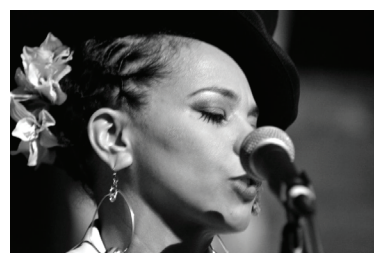
This year DSI has a unique spin on the traditional Welcome Reception taking place Saturday, November 23. Instead of the usual host hotel location for the reception, this year the event will celebrate our conference roots at Mardi Gras World, a working design and art studio for parade floats and costumes. Mardi Gras World was conceived by Roy Kern, a local artist and sign painter who began designing parade floats in 1932. Kern Studios was founded in 1947 and he became New Orleans leading parade designer and builder. In 1984, after so many requests for private tours, Mardi Gras World was opened to the public to provide visitors a behind-the-scenes look at the huge colorful floats and larger-than-life props seen during the Big Easy's unforgettable parades.

Attendees will have the opportunity to take pictures, visit with docents and artists and stroll the aisles of floats and props during this two-hour reception. Drinks and light hors d'oeuvres will be offered as attendees will be able to network with colleagues in a fun, Mardi Gras style atmosphere!

Sunday Dinner Banquet to Feature Institute Awards Only and Jazz Quartet featuring Alicia Renee

There are changes to the timing and distribution of awards and recognitions this year. Institute awards and recognitions, such as the Fellow announcement,

the Dennis E. Grawoig Distinguished Service Award, the DSI Lifetime Distinguished Educator Award and the Carol J. Latta Memorial DSI Emerging Leadership Award will take place as usual during the Sunday evening dinner banquet.

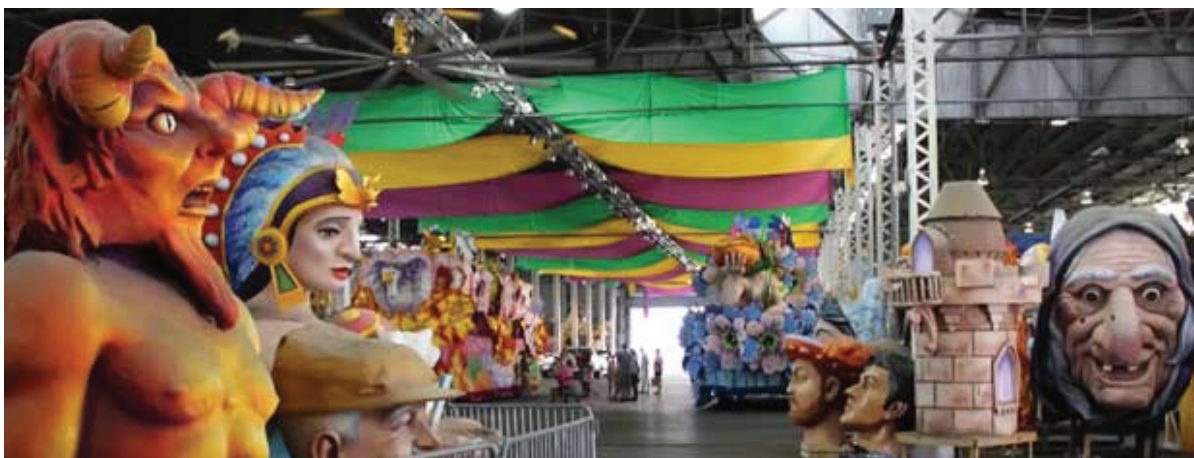


Guests will want to stay afterwards as Alicia Renee and her Blue Eyes Quartet will be providing enter-

tainment for dancing or just enjoying some great jazz music. Alicia Renee's voice has been described as a mix of Amy Winehouse, Aretha Franklin and Whitney Houston. VIBE magazine is quoted as saying, "people are calling her the next Billie Holiday." Quincy Jones describes Alicia as "A beautiful voice, full of talent for years to come."

DSI Luncheon Hosted by the Fellows on Monday includes Conference Awards

The DSI Annual Luncheon hosted by the Fellows will be held on Monday, November 25. At the luncheon, winners of the conference awards will be announced and recognized. This includes all Best Paper awards as well as the Buffa Doctoral Dissertation Award, the Instructional Innovation Award and the PMI Instructional Case Writing Competition award winner. Be sure to make plans to attend the entire conference – from Saturday thru Monday afternoon!



CONFERENCE INFORMATION

Registration

Registration is now open – Register early to receive the best rate.

	Early	Regular	Late/Onsite
Deadline/ Register by	Sept. 13	Oct. 28	Oct. 29-Nov 25
Regular: Domestic/International	\$450	\$550	\$600
Emeritus	\$225	\$250	\$275
Student	\$140	\$160	\$185

In order to register for the conference, all members must be active DSI members. If you have not joined or created your DSI GrowthZone account, please do so.

To access GrowthZone for the first time members must first activate their account by doing the following:

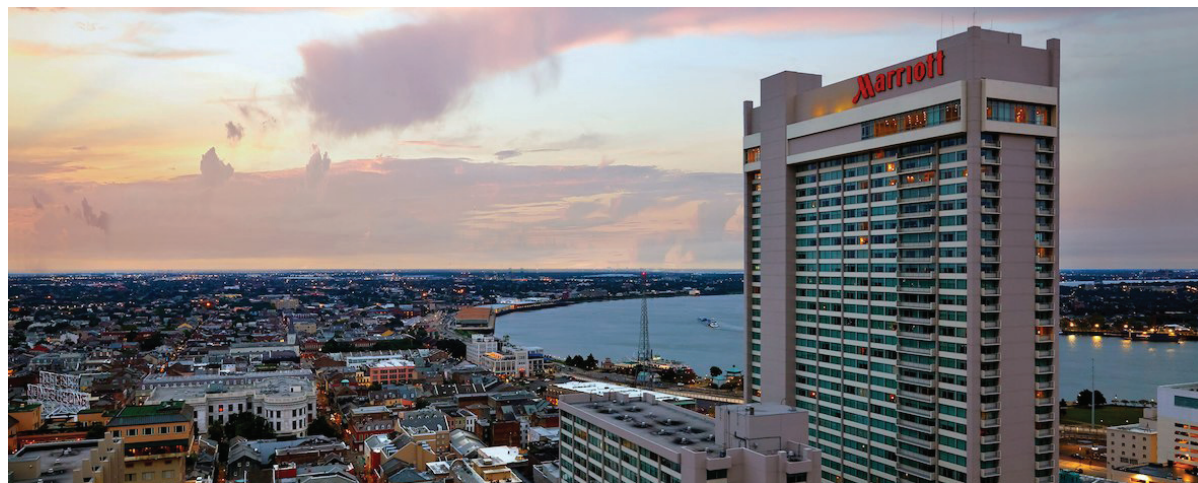
1. Go to the DSI website (www.decisionsciences.org.)
2. Click on Member Log-In in the upper right hand corner.
3. DO NOT enter a User Name or Password. At the bottom, click on Create an Account.
4. You will then be asked to enter your First Name, Last Name and email address. This will generate an email which will be sent to you within 30 seconds. This email will contain your user name and you can then create your new password. This will bring you into the new system. You will only have to do this the first time you enter GrowthZone.

Once you enter GrowthZone, edit/update any contact information we have on file for you. Do this via the My Info link on the left sidebar. There you can edit/add address, email, phone, Position/Title, Division, Region affiliation and Primary and Secondary Academic Interests. This information will be particularly useful as we move forward with our Colleges and Special Interest Groups. I urge you to update these fields, particularly the Division and Primary Region fields, to enable you to vote for your preferred VP's on the DSI Board and any regional board election you are affiliated with.

Contact the DSI Home Office with any questions – 713.743.4815 or email info@decisionsciences.org.

HOST HOTEL – NEW ORLEANS MARRIOTT

The 50th Annual conference will be held at the New Orleans Marriott, located at 555 Canal Street. The



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New Orleans Marriot dedicates more than 80,000 square feet for business events, comprised of ballrooms and meeting rooms. The award winning hotel is the only hotel that has meeting rooms 37 floors above all other hotel meeting facilities. A handful of meeting rooms are designed to allow Guests to experience spectacular views of the Mardi Gras city while attending presentations. Overlooking the Mississippi River, the hotel is the seventh tallest building in New Orleans. Guests can immerse themselves in the nightlife of the Big Easy with convenient access to the best restaurants, live music and entertainment. The host hotel is just steps away from the legendary French Quarter and other historical landmarks including Jackson Square

Garden and the St. Louis Cathedral.

Be sure to make your hotel reservations at the host hotel before the deadline of October 31. DSI is contracted with the New Orleans Marriott for room rates of \$190 per night for single or double occupancy. You can make a reservation using the online portal found on the DSI website or call the hotel directly at 504-581-1000 and reference Decision Sciences Institute Annual Meeting 2019 to receive the block rate.

For all things DSI 2019 Annual Conference – visit the conference website at: www.decisionsciences.org.

DSI MEMBER RENEWALS NOW PAID VIA INVOICE IN GROWTHZONE

The DSI member management system, GrowthZone, enables DSI to better manage and track membership renewal dates, payments and provides invoices in the member's portal for payment, download and printing. The process for member

renewal is as follows: 30 days from member renewal due date, an email is sent to the member with an invoice attached. The date of the invoice is the renewal date/deadline. Members may pay

directly from the invoice via a link embedded within. Or pay from their DSI member portal. If payment is not received by the due date, a reminder email is

sent. If payment is not received within 30 days after the renewal date, one last email is sent asking the member to confirm they wish to continue their membership and allows another seven days for a response/payment. If no response is received, it is assumed the member no longer wishes to continue as a DSI member and the membership is automatically discontinued. This will void the invoice. Should a member wish to renew at a later date, they simply JOIN again and the old record will be attached to the new membership to preserve the history.

Questions? Contact the Home Office at 713-743-4815 or email info@decisionsciences.org.



CAROL LATTA MEMORIAL AWARD FOR OUTSTANDING EARLY CAREER SCHOLARSHIP

DEADLINE: OCTOBER 3, 2019

AWARD INFORMATION

The Carol Latta Memorial Award for Outstanding Early Career Scholarship 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 each November. The awardee receives 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 is also a member 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 Decision Sciences, and/or (c) contributions and service to the Institute.

SUBMISSIONS

The nomination letter and candidate CV should be emailed to info@decisionsciences.org with **Carol Latta Memorial Award for Outstanding Early Career Scholarship** 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 October 3, 2019.

SELECTION COMMITTEE

The Selection Committee includes the Immediate Past President and past award recipients.

The Carol Latta Memorial Award for Outstanding Early Career Scholarship Committee and the DSI Home Office look forward to receiving qualified candidates for this prestigious award.

CALL FOR NOMINATIONS OPEN FOR DSI HONORS

The Decision Sciences Institute announces its call for nominations for three of its most prestigious honors – DSI Fellow, the Dennis E. Grawoig Distinguished Service award and the DSI Lifetime Distinguished Educator Award.

DECISION SCIENCES INSTITUTE FELLOW

The DSI Fellows Committee invites you to submit your recommendations for Fellows.

Nominations for this award, which will be presented at the 2019 Annual Meeting in New Orleans, will be accepted until July 15, 2019.

Purpose of the Award

The designation of Fellow shall be awarded to a Regular Member of DSI in good standing who is an eminent scholar in the field of decision sciences.

Qualifications

To qualify for the designation of Fellow, the recipient:

- Must have distinguished herself/himself as an eminent scholar in her/his field, as evidenced by substantive research contributions. Typical criteria employed by the committee to evaluate such contributions include, for example, high-quality publications, research awards, citation counts, editorial positions, keynote speeches at academic conferences, and invitations by research universities to present research colloquia.
- Must be a Regular Member of DSI in good standing for the last five years at the time of nomination and one who has been a leader and contributor to the vision, mission and activities of the Institute. Typical criteria employed to assess the level of such activity include, for example, regional leadership, service to DSI journals, conference leadership, DSI committee involvement, and DSI board membership.

Nomination Procedures

Fellows are nominated by Members of the Institute, recommended by the Fellows Committee, and elected by the Institute's Board of Directors. A nominee for Fellow must not receive more than two negative votes to be recommended by the Fellows Committee and must be approved by the Board of Directors to be elected.

1. Any Regular Member of DSI in good standing may be nominated by any member of DSI.
2. Self-nominations shall not be accepted.
3. Nominations from a current member of the Board of DSI shall not be accepted.
4. An individual cannot be nominated for two consecutive years.
5. Members and alternates appointed to the Fellows Committee shall not submit nominations during their tenure on the committee.
6. A complete nomination packet must include:
 - A letter of nomination **not to exceed 4-pages** highlighting the Nominee's scholarly achievements within, and contributions in research, to the fields of decision sciences, as well as other achievements and contributions in teaching, academic achievements, and service.
 - Leadership and Service contributions to the Decision Sciences Institute.
 - The nominee's current curriculum vita with key contributions relevant to the designation of Fellow highlighted.
 - If desired, other evidence in support of the nomination that may not be contained in the nomination letter or the nominee's CV.

Incomplete nomination packets will not be considered. Deadline to submit packet is July 15.

Recommendations for **DSI Fellows Nominations** should be sent electronically to DSI Executive Director Vivian Landrum: vlandrum@bauer.uh.edu with **Fellows Nomination** in the subject line.

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Submissions MUST be received in the Home Office by midnight CST, July 15, 2019. No late submissions will be accepted.

DECISION SCIENCES INSTITUTE DENNIS E. GRAWOIG DISTINGUISHED SERVICE AWARD

Nominations for this award, which will be presented at the 2019 Annual Meeting in New Orleans, will be accepted until July 15, 2019.

Purpose of the Award

The purpose of the award is to recognize a Regular Member of DSI in good standing for exceptional service contributions to the decision sciences profession and more specifically to the DSI. Possible contributions include:

- Leadership in conferences, innovative content and structure.
- Leadership in journals, editorial and administrative.
- Marketing, fundraising, and promotion of DSI to important stakeholders.
- Service on boards, committees and other governance functions.
- Introduction of innovative practices, content, etc. for DSI.
- Leadership and respect of DSI members.

Qualifications

1. Recipients shall have a broad base and variety of contributions over at least 20 years, have filled publicly-recognized roles and provided service behind the scenes including pivotal efforts to accomplish change at DSI.
2. Recipients shall be a Regular Member of DSI in good standing for at least the last five years prior to the nomination.

Nomination Procedures

1. Any Regular member of DSI in good standing may be nominated by any member of DSI.
2. Self-nominations will not be accepted.
3. Nominations from a current member of the DSI Board shall not be accepted.

4. Members appointed to this committee shall not submit nominations during their tenure on the committee.
5. The application packet must include:
 - A letter of nomination not to exceed 4-pages (single-spaced) that summarizes and provides specific evidence of the nominee's sustained contributions during his/her career in a number of the areas listed above.
 - The nominee's current curriculum vita with key contributions relevant to the award highlighted.
 - If desired, up to three additional letters of support from colleagues or academic administrators.

Incomplete nomination packets will not be considered. Deadline to submit packet is July 15.

Recommendations for the **Grawoig Distinguished Service Award** should be sent electronically to DSI Executive Director Vivian Landrum: vlandrum@bauer.uh.edu with **Grawoig Distinguished Service Award Nomination** in the subject line.

Submissions MUST be received in the Home Office by midnight CST, July 15, 2019. No late submissions will be accepted.

DECISION SCIENCES INSTITUTE LIFETIME DISTINGUISHED EDUCATOR AWARD

Nominations for this award, which will be presented at the 2019 Annual Meeting in New Orleans, will be accepted until July 15, 2019.

Purpose of the Award

The purpose of the award is to recognize a Regular Member of DSI in good standing for 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 such as 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.

- 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 shall have at least 20 years of teaching experience at the college or university level.
2. Recipients shall be a Regular Member of DSI in good standing for at least the last five years prior to the nomination.

Nomination Procedures

1. Any Regular member of DSI in good standing may be nominated by any member of DSI.
2. Self-nominations will not be accepted.
3. Nominations from a current member of the DSI Board shall not be accepted.
4. Members appointed to this committee shall not submit nominations during their tenure on the committee.
5. The application packet must include:

- (A) A letter of nomination not to exceed 4-pages that summarizes and provides specific evidence of the nominee's sustained contributions during his/her career. Examples include:
- Innovations in teaching methods, course design, curriculum design, and/or assessment.
 - Publications including research articles, books, case studies, teaching briefs, and other teach-

ing materials, presentations, workshops, and/or other dissemination of teaching and learning contributions to the profession.

- Peer evaluations, student teaching evaluations, teaching awards and/or other evidence of high-levels teaching effectiveness.
- Indicators of student success.
- Evidence of continuous professional development in teaching and learning.

(B) The nominee's current curriculum vita with key contributions relevant to the award highlighted.

(C) If desired, up to three additional letters of support from colleagues or academic administrators. May include:

- At least one letter from a former student as to what influence the nominee has had in his/her academic and/or professional growth.
- Other letters of support from students, alumni, colleagues, or academic administrators if desired.

Incomplete nomination packets will not be considered. Deadline to submit packet is July 15.

Recommendations for **DSI Lifetime Distinguished Educator Award** should be sent electronically to DSI Executive Director Vivian Landrum: vlandrum@bauer.uh.edu with **Lifetime Distinguished Educator Award Nomination** in the subject line.

Submissions **MUST** be received in the Home Office by midnight CST, July 15, 2019. No late submissions will be accepted.

Questions? Contact Vivian Landrum, vlandrum@bauer.uh.edu or call 713-743-4893.

BOOK REVIEW FOR “UNLOCKING CREATIVITY: HOW TO SOLVE ANY PROBLEM AND MAKE THE BEST DECISIONS BY SHIFTING CREATIVE MINDSETS (2019)”

Authored by Michael A. Roberto from Bryant University, Wiley, Hardcover, ISBN: ISBN: 978-1-119-54579-8, 208 pages, January 2019

“Today’s experts reject tomorrow’s creative geniuses.” (Roberto, 2019, p. 4)

Among plenty of books about creativity, the reason for my choice was simple: the author was my mentor and the person I aspired to be during my practitioner years. And he continues to be so with his recent book...

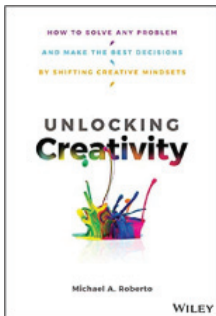
Having read the “Mindset: The New Psychology of Success by Carol Dweck (2006)”, one can swiftly infer that *Unlocking Creativity* examines seemingly growth-intended organizational leadership behaviors and specifically describes each of these six creativity-inhibiting mindsets in detail. Upon many pages of notetaking throughout my journey in this versatile work, it is less than fair to only suggest that managers and aspiring leaders could benefit from this book greatly. *Unlocking Creativity* could provide much needed guidance with any type of scholarly activities including research, teaching, and service. Authored by Michael A. Roberto from Bryant University, *Unlocking Creativity: How to Solve Any Problem and Make the Best Decisions by Shifting Creative Mindsets* was published by Wiley in January 2019. The book effectively demonstrates how the processes it teaches can be executed by its own creation through the author’s due diligence with linking extant research, including Roberto’s and his colleagues’ own studies. Thus, readers would be sufficiently satisfied in scholarly terms with internalizing the many assertions that ultimately yield to understanding “the barriers to creativity in more depth”(p.xii). Practitioners are enticed with the premise that “established firms desperately need creative solutions”(p.xi) in



Dr. Mehmet G. Yalcin is an Assistant Professor of Operations and Supply Chain Management at the University of Rhode Island, College of Business. Mehmet held various engineering and managerial positions prior to joining academia where he has been recognized with research and teaching awards. He is a certified Black Belt in Lean/Six Sigma (LSS), and Logistics, Transportation, and Distribution (CLTD) and teaches Operations and Supply Chain Management courses to students and practitioners. Dr. Yalcin’s research focus is at the interface of sustainability and innovation with the focal point on Supply Chain Ambidexterity (SCX).

order to sustain their organizations. This is due to the author’s assertion that these “organizational mindsets that stifle creativity... often are quite pervasive, reaching all corners of an organization”(p.xii). According to the book, the ultimate solution then lies in the hands of leaders who “... should not focus simply on finding “better” people, but instead remove the obstacles that impede creativity of the talented individuals already in their midst”(p.xii).

The opening vignette elaborates the notion of “expert” with an astonishing analogy by taking the readers to past times when Manet (father of modernism) preceded Monet’s (Impression, Sunrise) impressionism movement with his painting titled *Le Bain* (Luncheon on the grass) in its “scandalous nature...that challenged convention and tradition”(p.2). Perceived as “...quite radical and rather crude...many critics rejected this radical new style. Manet lacked the finesse to which they had become accustomed”(p.2). Arguably, the story is reminiscent of elite journal submissions and in relation, the author segue into Kuhn’s *The Structure of Scientific Revolution*. Roberto suggests that “when it comes to creativity and innovation, expertise may be a liability at times”(p.5) and quotes a Zen teacher Shunryu Suzuki: “In the beginner’s mind there are many possibilities, in the expert’s mind there are few”(p.5). Yet, through Ottati et al.’s earned dogmatism effect, “dogmatic statements are more likely



to be tolerated when the “expert” speaks than when a “novice” speaks”(p.7). More dogmatism is in order if individuals “perceive themselves as experts”(p.8). A candor version of Kuhn’s paradigm shift, the author refers to a Nobel Prize winner Max Planck who offers a rather unique resolution “A new scientific truth does not triumph by convincing its opponents and making them see the light, but rather because its opponents eventually die, and a new generation grows up that is familiar with it”(p.9). On the other hand, Roberto presents the dilemma at hand regarding the dire need for creativity by citing IBM’s Global CEO study, versus employees’ perception about their leaders’ “calls for more creativity and innovation as “largely empty talk””(p.10). Why we prefer practicality over creativity is further discussed in conjunction with uncertainties that surround our organizations and even schools that ultimately boils down to bias against creativity. “Rewarding obedience and conformity”(p.11), “attention placed on STEM... that engineering is valuable and worthwhile to study, while music or art is not”(p.12), fearing “how others will perceive or judge us”(p.12), etc. continue to impede “our ability to be creative”(p.12). Anticipating a counterargument, the author posits that it is not the research effort that is in decline but rather the innovation productivity that seems to suffer with declining levels of ROI in research. At this juncture, while organizations and leaders usually adopt quick fixes by replacing people or throwing more resources to spur creativity, Roberto suggests that “...we underestimate the power of circumstances. The situation and environment shape our behavior more than we would like to think”(p.16) and that “...leaders might come to recognize that all people have creative potential”(p.16). Roberto then explores the ways in which “leaders reshape the organizational environment so as to enable creativity to blossom”(p.16) and delves into “the six creativity-inhibiting mindsets”(p.17).

“When it comes to creativity and innovation, expertise may be a liability at times.”

Linear mindset is explained where the author compares and contrasts this mindset to learning by going approach by heavily borrowing from design thinking and Da Vinci’s life. Roberto criticizes the linear process being at odds with “out of equilibrium mode of thinking and working”(p.26), that since “managers desire control, certainty, and order”(p.26), linear mindset “offers managers the comforting feeling that they can forecast the future with precision, adhere to a set schedule, and control the flow of future events”(p.26). Bold quotes from unlikely people emerge in the text such as one from Mike Tyson; “Everyone has a plan until they get punched in the mouth!”(p.25). The

seedlings of current design thinking process are presented in conjunction with the brief introduction of main characters involved in its emergence, formation of IDEO and d.school at Stanford, as well as with industry cases that adopt this approach extending it all the way to concepts such as “blueprinting”(p.32). While design thinkers “iterate often, learning and adapting quickly along the way”(p.32),

linear thinkers believe “step two always follows step one”(p.35). Take home message is perhaps, do not try “to turn any creative process-design thinking or otherwise-into a highly structured, linear system”(p.35). Roberto explains why we hate to iterate by discussing the sunk-cost trap, fundamental attribution error, and confirmation-seeking behavior. The discussion leads to proposing the adoption of “why/potential”(p.39) behavior that all children employ in lieu of optimality-seeking “how/best”(p.39) behavior, that I suppose “experts” and their followers surrender themselves to.

It turns out that the benchmarking mindset is not less harmful to an organization’s creativity than the linear mindset. Copying others badly, not seeing the entire set of activities, focusing on imitation rather than being inspired, and missing analogous fields when

considering substitutions are a few situations where organizations put themselves at risk while they think they are improving. Although Roberto explains reasons for the herd behavior, he praises those who take the risky path toward thinking “broadly about the full range of substitutes against which they compete”(p.60).

Along with our poor track record with forecasting accurately (even with tons of data), Roberto sees the commonly desired prediction mindset as another impediment in front of creativity and questions “why we continue to have such strong interest in predictions of kinds”(p.73). It turns out that “powerful desire for certainty”(p.73) brings individuals closer to “feel in control of their lives, they tend to experience better physical and mental health”(p.73) even at the expense of drawing “spurious conclusions about what causes certain outcomes”(p.75). All that said, Roberto says “time and again, creative ideas wither on the vine because of our obsession with precise projections”(p.78) and “most corporate resource allocation processes require people with a bold new idea to develop a detailed revenue and profit projections at a very early stage”(p.80). “Many ideas take time to incubate”(p.80) and that you should “stop worrying about the forecast of how big your opportunity might be a few years from now”(p.83).

The structural mindset addresses the love that executives possess for reorganizations. Pointing out to the complexity of the causal link between organizational structure and performance, Roberto suggests that “we can not simply crank up an algorithm and select an optimal structure that promotes creativity, innovation, and growth”(p.94). Instead, he asserts that organizations need “a great deal of concerted effort”(p.96) to “developing the right climate, defining the ground rules,

and designing the work”(p.96) as opposed to just “re-drawing boxes, lines, and arrows”(p.96) in the name of reorganizing. Some of these efforts include “establishing psychological safety”(p.99) through “inviting dissent, discussing mistakes, celebrating candor”(p.100), establishing brainstorming rules such as deferring judgment, encouraging wild ideas, etc. (p.104), and spending “more time focusing on the design of the work rather than the organization chart”(p.106). The ultimate goal for a leader then becomes creating “the setting in which people can excel”(p.107)

and stop searching for “a panacea”(p.108).

“We can not simply crank up an algorithm and select an optimal structure that promotes creativity, innovation, and growth.”

The focus mindset calls attention to interruptions and multitasking, hence the urge to concentrate so tasks can be finished. However Roberto suggests that “unrelenting focus has its limits ... we can get too close to a problem, and we can get stuck when we concentrate so intently on a challenging task”(p.118).

On the other hand, “the time away from a particular task need not last for years...you can enhance your creativity simply by letting the mind wander at times, perhaps you listen to music, or even sleep on the problem”(p.120). “Growing understanding of the concept of psychological distance”(p.121) is explained by social distance, physical and cultural distance, and temporal distance. Explanations are further detailed via examples such as an experiment by Dumas and Dunbar about the creative stereotype effect and gemba walk of an emergency room, international travels and cultural expeditions of famous figures, hypothetical time travels, among many others. In the final analysis, balancing the activities, “the best creative thinkers toggle between focus and unfocus throughout their lives”(p.131).

Discussing the naysayer mindset, the author evalu-

ates the devil's advocacy technique which is confirmed by experimental research and labels dissenters as "troublemakers"(139) who "provide a valuable contribution to the team"(p.139) because they "see problems differently than everyone else"(p.139). However, the author highlights that "the democratization of critique has served us well in many ways, but perhaps the naysayer mindset had become an "innovation killer" in some organizations"(p.142). Roberto argues that "in school, we hear faculty members constantly talk about the need to teach critical thinking. Too often, though, it means that our students spend far more time analyzing what others have done, rather than generating new ideas and discoveries"(p.142). "We need to cultivate a generation of doers"(p.143) and "we need the right kind of devil's advocates. We can't let the naysayer mindset overwhelm our organizations and stifle new ideas at every turn"(143). "Rotating the role of devil's advocate"(p.145), "appointing two devil's advocates"(p.145), "withholding critique or deferring judgment in early stages of a decision making process"(paraphrased, p.148), "replacing the "yeah, but" with "yes, and" principle" (paraphrased, p.149) are a few of the many ways leaders can manage devil's advocacy. In the book, constructive devil's advocates are defined as those who "practice the Socratic method, rather than delivering a lecture"(p.151), "ask the right type of questions"(p.151), "do not pretend to have all the answers"(p.152). Roberto's "effective leaders encourage helpful critics. They think carefully about who should provide contrarian viewpoints, when dissent and

debate should occur, and how people should play the devil's advocate in their organizations"(p.154).

In conclusion, Roberto is thinking of effective leaders as teachers. Since "curiosity represents a powerful form of intrinsic motivation"(p.162), the author encourages leader teachers to focus on activating "the innate curiosity of their students"(p.162). Roberto quotes Peter Drucker and implies that the curiosity would help business students with finding the right questions in lieu of the right answers. At the same time, through Edmondson's research, effective leaders "acknowledge their own fallibility"(p.167) so the students can think of their ambitions as achievable. Yeager's work explains that as teachers "we must understand how and why students' concerns, worries, and assumptions impede the learning process"(p.171) by employing "variety of learning techniques"(p.172) because Bunzeck and Duzel "concluded that novelty enhances exploration and learning"(p.172). Roberto encourages all leaders to "attain their greatest rewards through witnessing the accomplishments of their students, both in the classroom and beyond"(p.175), just like teachers do. After all that said, I realize that there are many techniques that we employ in our decision sciences disciplines to counter the adverse effects of the above mindsets. However, I will be the first one to admit that a few of these mindsets seem to be more prevalent than others in our community. I wonder how we could help ourselves alleviate these impediments and unlock our creativity.

APDSI 2019 ANNUAL CONFERENCE

JULY 15 – 18
BRISBANE, AUSTRALIA

TECHNOLOGY SUPPORTING PEOPLE AND DECISION MAKING

The 24th Asia Pacific Decision Science Institute (APDSI) conference is hosted by the University of the Sunshine Coast, Australia and will be held at the Mercure Brisbane hotel from the 15th to the 18th of July (see <https://www.apdsi2019.com/>).

Information Technology continues to be a disruptive force in the community. The rapid expansion of the gig economy and the revaluation of the way business has been conducted in the past has meant that corporations and small to medium enterprises need to make decisions on the adoption or development of new technologies in order to maintain their competitive edge, or in some cases even survive.

This expansion of new ways of doing business has meant organizations need to be aware of new approaches to technology and decision making. With this theme in mind, we invite submission papers (research in progress or full papers), posters or abstracts (around 500 words). This will be an exciting forum where academic scholars and industrial experts can share their knowledge and experience as well as exchange ideas on the latest international business innovations and seek opportunities for future collaborations.

Keynote speakers include addresses by Professor David Lacey from IDCare

(see <https://www.idcare.org/>) on Cyber-Security but from a victim's point of view. This view point is very different from the traditional approach of stopping fraud before it occurs. Lacey outlines the trials and tribulations of the victim in obtain-



ing justice and suggests that just “getting the money back” is not the whole story.

Also providing a keynote is Professor Brent Moyle, who will outline his nontraditional approach in obtaining industry funding from regional councils in Australia, “*The Triple Helix: Government, Industry and University Collaboration in our Rapidly Changing 21st Century Society.*”

We have secured an interesting and topical workshop featuring a US ac-

ademic, Professor Amy Z. Zeng, Ph.D., Dean, Barney School of Business, University of Hartford in Connecticut USA, who along with our Dr Wayne Graham from Australia, will speak on “*Building a Career-Ready Program to Prepare the Workforce for the 21st Century.*”

We welcome additional workshop ideas. Please contact Don Kerr (dkerr@uscedu.au) for ideas on any workshop at the conference.

I hope you can submit a paper or simply



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attend this international conference. The registration includes lunches, morning and afternoon teas and the conference dinner. Registration fee is \$650 AUD (\$460USD) for regular DSI members, with a DSI member student rate of \$500AUD (\$350 USD).

Brisbane is the capital of the Sunshine State and with almost 300 days of sunshine per year, the city knows how to take advantage of the year-round outdoor lifestyle. Extend your stay and see some more of Brisbane's backyard. Discover the city through the eyes of a local, cuddle a koala and hand-feed kangaroos, watch the sun set from one of only three bridge climbs in the world and dine on tasty menus created using



produce grown less than two hours from Brisbane.

Make your plans now and I hope to see you in Brisbane in July!

Don Kerr
APDSI 2019 Program Chair



10TH ANNUAL EUROPEAN DECISION SCIENCES INSTITUTE CONFERENCE

DECISION SCIENCES IN A CONNECTED WORLD
JUNE 2 - 5, 2019
NOTTINGHAM, UK

EARLY SUMMER IN THE HEART OF ENGLAND?

The European Decision Sciences Conference (EDSI 2019) will be hosted by the University of Nottingham in the UK (JUN 2-5). Visit our EDSI website for detailed information.

REGISTRATION IS NOW OPEN!

Registration is open with discounts for early registration by April 12. Optional trips/tours are also offered on a first-come, first-serve basis. Please book early. Go [HERE](#) to register.

WE PROMISE AN EXCITING PROGRAM!

KEYNOTES

- **The Power of Social Network Analysis** (Martin Everett, University of Manchester)
- **Seeking the Best Suppliers in the World – Competition and Collaboration** (Robert Johnson, Jaguar Land Rover)

- **Retail Beyond the Tipping Point: Tackling the Fulfilment Challenges in Omni-Channel Retailing** (Neil Ashworth, Collect+/Yodel)

PROFESSIONAL DEVELOPEMENT SESSIONS

- **Digital Methods and Technologies for Interdisciplinary Research**
- **Conducting Rigorous Survey-based Research**
- **Behavioral Experimental Research in Management**
- **Networks Analysis with R/Python**
- **Bayesian Methods and Knowledge Elicitation**

+ SPECIAL SESSIONS, WORKSHOPS AND PANELS

The University is located on a beautiful 350 acre parkland campus that includes state of the art conference and hotel facilities.

SOCIAL PROGRAM AND TRAVEL

The conference fee includes a traditional beer, cider and cheese tasting, a gala dinner and tour of Wollaton Hall and deer park. Optional trips after the conference on Wednesday 5th June include:

- Chatsworth house and gardens – historic panoramic country house (about 30 miles away). The Royal



Horticultural Society have their show at this time for gardeners and plant lovers.

- Nottingham historic trip with Robin Hood! Plus lunch in the oldest pub in the UK (Ye Old Trip Jerusalem) – with an afternoon falconry and archery exhibition.

Numbers are limited on both trips so **EARLY BOOKING ADVISED!**

Nottingham is centrally located in the heart of England about 120 miles from London (1hr 40 mins by train). It is easily accessible with connections from London airports, East Midlands (closest), Birmingham, and Manchester. It is well located for travel in England – the Lake District, the West Country, and Wales, Scotland and Ireland. Edinburgh, Glasgow, Dublin, Belfast are an hour away by air. The London rail terminus for Nottingham is St Pancras International which hosts Eurostar with trains to Paris, Brussels and Amsterdam.

The Cricket World cup is taking place at this time and Nottingham is one of the match venues **(we will have a SPECIAL TUTORIAL SESSION EXPLAINING CRICKET).**

The DeVere Orchard Hotel has a set of rooms reserved for conference delegates at preferential rates. Please note this rate is only available until March 29. Contact them directly quoting EDSI2019 to receive the special rate. Please BOOK your ACCOMODATION EARLY to ensure preferential rates and room availability. Other hotel accommodations in Nottingham are available. Please refer to our website, www.edsi-conference.org for more information.

Bart L. MacCarthy

Conference Chair

Contact: edsi2019@nottingham.ac.uk

WDSI 2019 CABO SAN LUCAS

The forty-eighth Annual Meeting of WDSI took place on Ruby Princess Cruise from Los Angeles to Cabo San Lucas, Mexico during March 5 - 10, 2019 (<https://www.wdsi2019.org/>).

There were a total of 104 full papers and abstracts accepted in 16 tracks and 1 special session. 96 registered participants attended 28 sessions. The online proceeding of the conference is also available at the WDSI main website (<http://www.wdsinet.org/>).



ABOVE: From left to right, Sunil Mohanty - CUNY, Albert Huang - University of Pacific

The Best Paper Awards was received by Sunil Mohanty of City University of New York and a cash award from Alpha Iota Delta was presented to authors of this paper during the WDSI 2019

Business Luncheon by Albert Huang, WDSI 2019 President. The selections committees for these awards were comprised of past WDSI presidents, Mahyar Amouzegar, John Bell, John Davies. On behalf of the WDSI Board, we take this opportunity to thank these colleagues.

BELOW: WDSI board 2019-2020 - from left to right, Khosrow Moshirvaziri - CSULB, Pia Gupta - CSULB, Salem Boumediene - Montana State University, Billings, Theodore Byrne - CSUDH, Ömer Benli - CSULB, Yuanjie He - Cal Poly Pomona, Albert Huang - University of Pacific

In addition to presentations of research in various areas of decision sciences, the special session was organized by program chair Theodore Byre with the panel discussion on "Associate Deans Panels: what is the magic all about?"

During the WDSI 2019 Business Luncheon, the 2019-2020 president Ömer Benli announced the WDSI 50th

year Annual Meeting in the 50th state on the beautiful island of Hawaii, The Big Island, where WDSI is going to celebrate its long history of collegial interaction, inclusivity, life-long friendships, career enhancement, and fun.



Bbusiness luncheon - from left to right, Albert Huang - University of Pacific, Ömer Benli - CSULB, John Davies - Victoria University of Wellington

John Davies of Victoria University of Wellington, New Zealand, a past president of WDSI, is planning events involving all WDSI past presidents for this extraordinary celebration. John is also working on The WDSI History Project, an attempt to record, recognize, and celebrate the people, the characters, and the events that have sustained WDSI for nearly five decades.

The conference concluded with the election of the officers. The 2020 Program Chair Salem Boumediene sent out invitation for our next exciting conference - the WDSI 49th Annual Conference. WDSI 2020 will be held from April 7 to 10, 2020 in Waterfront Downtown Marriott, Portland, Oregon. Call for papers will be available in early April 2019.

The WDSI Board for 2019-2020 are

President: Ömer S. Benli, CSU Long Beach

President Elect: Theodore Byrne, CSUDH

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

Vice President, Program Chair Elect: Pia Gupta, CSU Long Beach

Vice President, Advancement and Marketing:

Yuanjie He, Cal Poly Pomona

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

Director of Information Systems: Khosrow Moshirvaziri, CSULB

Immediate Past President: Albert Huang, University of Pacific



OFFICERS OF OUR AMERICAS REGIONAL SUBDIVISIONS

MWDSI**President:** Sanjay Kumar, Valparaiso University**Past President:** Peggy Daniels Lee, Indiana University Purdue University – Indianapolis**Transition Team:**

Jaideep Motwani, Grand Valley State University

Diane H. Parente, Penn State University - Erie

John Parente, Mercyhurst University

Stephanie Eckerd, Indiana University Purdue University – Indianapolis

Sanjeev Jha, Valparaiso University

Janaina Siegler, Butler University

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President-Elect: Theodore Byrne, California State University, Dominguez Hills

Immediate Past President: Albert Huang, University of the Pacific

Vice President and Program Chair: Salem Boumediene, Montana State University – Billings

Vice President and Program Chair-Elect: Pia Gupta, California State University, Long Beach

Vice President for Advancement and Marketing: Yuanjie (Ed) He, Cal Poly Pomona

Treasurer/Secretary: Sheldon Smith, Utah Valley University

Director of Information Systems: Khosrow Moshirvaziri, California State University, Long Beach

OFFICERS OF OUR INTERNATIONAL REGIONAL SUBDIVISIONS

APDSI

Currently operating under a Caretaker Board

Caretaker Board

Professor Tritos Laosirihongthong, Thammasat University, THAILAND, most recent APDSI President and APDSI 2018 Conference Chair, *Co-Chair of APDSI Caretaker Board*

Professor Don Kerr, University of the Sunshine Coast, AUSTRALIA, most recent APDSI President Elect and APDSI 2019 Conference Chair, *Co-Chair of APDSI Caretaker Board*

Professor Jan Hartley, Bowling Green State University, USA, President Elect, DSI

Professor Norma Harrison, Macquarie Graduate School of Management, AUSTRALIA, Past President, DSI and APDSI

Professor Yan Dong, University of South Caroline, USA

EDSI

President: Marco Sartor, University of Udine

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President Elect: Jan Olhager, Lund University

European VP at DSI: Carmela Di Mauro, University of Catania

Secretary/Treasurer: Guido Orzes, Free University of Bozen

2019 Program Chair: Bart MacCarthy, University of Nottingham

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VP Northern Europe: Markku Kuula, Aalto University

VP Eastern Europe: Danuta Kisperska-Moron, University of Katowice

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President: Abhijeet K. Digalwar, BITS, Pilani

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Director: Bhimaraya A. Metri, Indian Institute of Management

Director: Nilesh Berad, MET Institute of Management

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 3 – May 8, 2019. For more details on these and other position listings, as well as applicant listings, visit the DSI website – decisionsciences.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
5/8/19	Mississippi State University	Mississippi State, MS, USA	Assistant/ Associate Professor	Full-Time, 9 Month, Tenure Track	Marketing
5/1/19	Georgia State University	Atlanta, GA, USA	Open Rank	Full-Time Visiting	Business Analysis
4/25/19	Fordham University	New York City, NY, USA	Assistant Professor	Clinical Faculty	Operations Management & Information System
4/24/19	Ohio Northern University	Ada, Ohio, USA	Visiting Assistant Professor	Full-Time	Operations & Supply Chain Management
4/17/19	Keck Graduate Institute	Claremont, CA USA	The Henry E. Riggs Chair in Business and Bioscience Ethics (Open Rank)	Non Tenure Track, Full-Time	Bioscience Industry and Clinical Ethics
4/11/19	University of Tennessee	Knoxville, TN, USA	Clinical Professor	Open Rank	Supply Chain Management
4/4/19	Francis Marion University	Florence, SC, USA	Assistant Professor	Tenure Track	Management Information Systems
4/3/19	Cleveland State University	Cleveland, OH, USA	Visiting Assistant Professor	Full-Time	Operations, Supply Chain Management

2010 - CURRENT

2018–2019	M. Johnny Rungtusanatham, The Ohio State University
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, Deceased

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, Deceased
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*
Vickery, Shawnee
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

INSTITUTE CALENDAR

2019

June 2 – 5	European DSI Annual Conference Nottingham, UK
July 15 – 18	Asia-Pacific DSI Annual Conference Brisbane, Australia
November 23 – 25	DSI Annual Conference INew Orleans, LA

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