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DECISION LINE

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Vision Statement

Decision Sciences Institute creates, develops, and fosters knowledge to improve managerial decisions for global progress.

Mission Statement

Decision Sciences Institute develops scholars, who produce, use, and disseminate knowledge primarily within and across information systems, analytics, and supply chain management to improve decisions involving systems, technology, and processes.

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INSIDE THIS ISSUE

FEATURES

05 PRESIDENT'S LETTER

24 NOMINATION LIST AND STATEMENTS

06 FROM THE EDITOR

Decision Line Editor Maling Ebrahimpour provides an overview of feature articles

08 ANALYTICS AND DATA SCIENCE FEATURE

"Realizing the Role of Domain Ontologies in the Big Data Era," by Veda C. Storey, Georgia State University. Feature editor: Subhashish Samaddar, Georgia State University

19 IN THE CLASSROOM

"Transferable skills: It's not the skills that matter, it's the transferability," by Kathryn M. Zuckweiler, Ph.D., Midwestern State University

22 FROM THE BOOKSHELF

"Book Review: Born a Crime: Stories from a South African Childhood by Trevor Noah Hardcover," by Kirsten M. Rosacker, PhD, CPA, CMA, Minnesota State University-Mankato



SPECIAL REPORTS

07 WRAP UP FROM DSI 2016 ANNUAL CONFERENCE

15 DECISION SCIENCES JOURNAL

18 34TH PAN PACIFIC CONFERENCE ANNOUNCEMENT

23 CALL FOR PAPERS

34 OFFICERS OF REGIONAL SUBDIVISIONS

36 PAST DSI PRESIDENTS

37 CURRENT DSI FELLOWS

38 INSTITUTE CALENDAR



PRESIDENT'S LETTER

Looking Forward to the New Year...



Greetings DSI Friends,

On behalf of the DSI Board of Directors and myself, I would like to wish all of you a happy, healthy and prosperous new year with your loved ones. We hope that you enjoyed the holidays and had some well-deserved down time before the start of the new semester.

Congratulations are in order for Sri Talluri (Michigan State University), 2016 Annual Conference Chair, his dedicated Program Committee, and the DSI Home Office for organizing an outstanding conference in Austin, TX. The conference was attended by more than 1,100 members and based on the feedback we received from the attendees, the meeting was a great success. Many of you positively commented on the conference venue, the quality of the sessions, keynote speeches, networking events and many other conference activities; and of course, conference location--Austin.

It appears that the conference was rewarding for your personal and professional development and I truly hope that you added more friends and colleagues to your networks. Please mark your calendars for what I expect to be yet another great Annual Conference; this time in Washington, D.C., November 18-20, 2017. Next year's DSI Conference Chair, Kathryn Stecke (University of Texas-Dallas), and her Program Committee have already lined up exciting keynote speakers, and are working hard to make Washington, D.C., the place to be next November.

The past few months have been an especially busy time for the DSI Executive Committee and the Board of Directors. A lot of time and effort went into planning strategic initiatives that have long-term implications for the Institute's success and stabilizing Home Office operations.

However, these strategic initiatives have not been finalized and implemented, yet. This is largely due to DSI operating in a 'now' mode rather than a 'strategic' mode for some time. A big factor in the 'now' mode of operation has been the challenges presented by the Home Office being understaffed and the lack of a permanent Executive Director. With the hiring of our new Executive Director, the Home Office is already going through major process revisions and reallocation of responsibilities. Consequently, over the next few months, the DSI Board of Directors will

be focusing on finalizing and implementing the strategic initiatives that were started over the last year and moving away from addressing operational issues. As a result of these efforts, we hope to soon present to you revised governing documents that also include proposed constitutional changes. Also, my next and final President's Letter in March will provide a summary of Board of Directors accomplishments for 2016-2017.

Finally, on a separate note, the ballot for the DSI Officer elections will be emailed early January. Please be on the lookout for your ballot and remember to vote. This is your society and your participation is very important.

Warm Regards,

Funda Sahin

President, Decision Sciences Institute

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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

This issue of Decision Line is filled with news on several fronts. First, DSI President, Funda Sahin, provides a quick wrap up of the 2106 Annual Conference along with her update of the board progress and hiring of our new Executive Director, Ms. Vivian Landrum.

A list of all candidates for various DSI offices are announced. You will read vision and strategic statements of the two 2107 President-Elect Nominees. Please read these statements that should help you to make a more informed decision when time comes. In addition, the list of all other nominees for different offices with the list of their DSI related activities are included. Note that the last day to vote is February 1st, 2017. Please cast your vote to select those who will represent you on the board.

To those who attended 2106 DSI Annual Conference in Austin, Texas, I am sure you enjoyed the experience and appreciate the hard work that Conference Chair Sri Talluri and his team put together to assure a successful program. He provided a summary of the outcome of this successful conference. For those who were not able to attend 2106 conference, I encourage you to plan to attend 2107 DSI Annual Conference that is going not be held in Washington, DC (November 18-21, 2107).

In addition, Kathryn M. Zuckweilder reports on the success of the reception for the new DSI members at the Annual Conference in Austin. If you know if anyone who joins DSI, inform them that every year at the annual

conference there is a networking session devoted to the new members and it provides a forum for them to start building a network of friends and colleagues.

For those who are interested to learn more about Big Data, reading Veda C. Storey's article titled "Realizing the Role of Domain Ontologies in the Big Data Era," is a great reading to learn about issues that researchers must be aware. In her article, she discusses challenges that exist in using big data in order to improve effectiveness and efficiencies in an organization. She proposes three ways (knowledge representation, surrogate for meaning, and a communication mechanism) that domain ontologies may help modeling big data to improve effectiveness and efficiencies.

In her article titled "Transferable skills: It's not the skills that matter, it's the transferability," Kathryn M. Zuckweiler, author and feature editor for the In The Classroom, discusses the concept of transferable skills and its important role in the success students in the job market. This is a follow up on her article what was published in DL about a year ago. She suggests that faculty need to adapt and be prepared to use different approach to teaching and that it requires close work between businesses and colleges in order to build transferable skills that are relevant and responsive to the need of businesses.



See EDITOR'S LETTER, page 14

Sri Talluri



The 2016 Decision Sciences Institute Annual Conference held in Austin, Texas, during the dates November 19-22, resulted in a record level of 1154 registrations with 391 sessions that included 223 full papers, 728 abstracts, 22 workshops, and 24 panels.

While maintaining the popular tracks from previous years, the conference team introduced seven new tracks focusing on Decision Making in Practice, E-Commerce Technologies and Strategies, Humanitarian Operations and

In addition, workshops on some of the state of the art research methodologies in the areas of Business Analytics, Social Network Analysis, and Behavioral Research and Experimentation were introduced for the first time and very well received by the conference audience.

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See WRAP UP FROM 2016 ANNUAL
CONFERENCE, page 13

Feature Editor: Subhashish Samaddar

REALIZING THE ROLE OF DOMAIN ONTOLOGIES IN THE BIG DATA ERA

Veda C. Storey, Georgia State University

Abstract

The focus on data in the big data era has provided much opportunity for identifying ways in which business intelligence and data analytics can improve effectiveness and efficiencies in organizations; for example, by using real time data analysis. However, many challenges still exist. This research first identifies such challenges from a high-level perspective. It then discusses some of the modeling challenges inherent in dealing with big data and suggests three ways in which domain ontologies can assist with modeling for big data analytics.

Introduction

Information systems technologies and data are rapidly transforming organizations, due to many advances in processing capabilities and data capture. Much attention has been focused on big data and the impact it might have on businesses and society. For example, big data will help to solve some of the inherent problems in our

global society, including support for building “smart” and efficient cities, health care management, and access to information in developing countries. The impact of the use of data has led to wide-scale involvement of companies in sentiment analysis mined from social media and other sources; open repositories of data; and crowd-sourced solutions for problems of both social and economic concern.

The phrase “big data” is now widely recognized, encompassing the data challenges we face. Big data research, however, is still considered to be an emerging area, with researchers calling for the information systems area to take a leading role in analyzing this phenomena (e.g., Rai 2016; Goes 2014). Much of the work that has been carried out on understanding the role of information systems researchers has come from a top-down consideration of research challenges. Big data analytics, though, can be considered “bottom-up” in that it focuses on extracting meaningful patterns, correlations, and other information from data.

After reviewing representative, relevant problems associated with big data from a high-level perspective, this paper then identifies

challenges of modeling for big data analytics and proposes three ways in which domain ontologies can play an effective role. The intent of doing so is to raise challenges of big data from both perspectives in an attempt to advance information systems research in this area, with a specific emphasis on the role of domain ontologies.

Big Challenges of Big Data

Big data has often been described in terms of the Vs of volume, velocity, and variety, as well as veracity (accuracy) and value, each of which brings its own challenges. The volume can be so large that it difficult for human decision makers to understand and requires advances in processing capabilities. The volume is, practically, too fast to deal with (Embley and Liddle 2013). The value, the discovery of actionable knowledge, is the most difficult to ascertain, but provides opportunities for innovative solutions (Song and Zhu 2015). Gupta and George (2016) propose that the true value must be strategic. Modeling of big data, though, is not straight-forward, providing many challenges in the construction of meaningful databases, with new techniques (NoSQL, Hadoop, column-based processing, etc.) required. The veracity leads to implementation problems.

The notion of big data itself encompasses all aspects of data processing for predictive or causal decision making. It has often been referred to as a disruptive technology,



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ANALYTICS AND DATA SCIENCE FEATURE

having been described as something which will change the way we work, live, and think (Mayer-Schönberger and Cukier 2013). From a societal perspective, access to big data can have an impact on many areas including health care, science, and social behavior. Using big data to infer or derive useful information, that previously was not accessible, is an overriding goal.

Information systems researchers, in an attempt to understand how to carry out research on big data, have an opportunity to consider this research area from many perspectives. Rai (2016) recognizes that understanding the relationship between big data and theory is complicated, identifying specific challenges that need to be addressed, including those that can take advantage of new sources of data. A small example might be Amazon Mechanical Turk for data collection in research studies. Chen et al. (2012) define big intelligence and analytics (BI&A) in terms of its progression as BI&A 1.0, 2.0 and 3.0. They propose a research framework with foundational technologies and identify areas, such as health care or security, that have high potential applications.

Given the vastness of the types of research currently being, or that will be, carried out on big data, Abbasi et al. (2016) focus on inclusion of the three big areas of research in information systems, namely, design science, economics, and behavioral. They propose a value chain model to help understand the needed inclusiveness of information systems

research, as well as how traditional research can be carried out to deal with existing and emerging, important topics.

With respect to the impact on both society and business, Baesens et al. (2016) focus on transformational changes in networked businesses through a variety of approaches, including the development of tools and techniques, impact, privacy and security, and new applications. Goes (2014) focuses on big data analysis and Dhar (2013), on data science for predictive analytics. Big data research has, in essence, been considered for many, if not most, of the traditional areas of research in information systems.

Big Data Analytics Modeling

Big data resulted from rapid advances in computing technology which resulted in the explosion of available data. Hardware advances involve CPU times and bandwidth; software includes e-commerce and social media (Song and Zhu 2015). Traditional analytics involve statistical techniques, knowledge representation mechanisms, and machine learning algorithms.

To model big data, we need to be able to describe the structure of the models used to represent real world applications and the required behavior or output of the models, as well as the interaction with the user. A significant problem of big (or little) data is that of interpretation.

One of the traditional problems of data management has been dealing with the semantics, or underlying meaning, of the data and the labels we use to describe it. Conceptual models, for example, are considered to be a means of capturing semantics of some phenomena of the real world for a particular domain (Burton-Jones and Weber 2014). However, models are, in essence, knowledge representations captured by syntax.

Domain Ontologies

The techniques used for analyzing big data still involve dealing with data on a syntactical basis. What is needed is a means to use syntax effectively to enable us, for example, to design better databases. Domain ontologies could be very useful for doing so. An ontology contains a set of terminology that has precise definitions that can be used by a computer system.

A good ontology should provide sufficient expressivity to define the terms of a natural language. However, knowledge has become more specialized as more communities develop their own bodies of knowledge, vocabularies, and interpretations (Schneider et al. 2012). Still, there must be a good way to represent the situation of the real world which is being modeled and captured in a big data system.

Consider, for example, the term “fear” which represents the notion of being afraid. A portion of an emotion ontology is shown in Figure 1.

If an application to be modeled includes some notion of “fear” (perhaps for sentiment analysis), then it could be mapped to its potential interpretations in the ontology to determine the appropriate interpretation.

Consider another example of two texts that might have come from two different databases that store social media posts:

“Our long-term economic plan is helping people across the country who want to work hard and get on in life...” and *“The biggest quarterly increase in employment on record. More jobs means more security, peace of mind and opportunity...”*

Both of these reflect economics applications; however, share no common terms. The same could be true for many other such social media posts. If the terms in these sentence fragments (unstructured data) could be mapped to an “economic” domain ontology, such as that shown in Figure 2, then, inferences can be made about the topic being mined.

Ontologies as a means of knowledge representation

Domain ontologies are knowledge sources that capture relevant information about an application domain and represent it in terms of the concepts that appear in the real world and the relationships amongst them. Gruber (1993) refers to this as “conceptualization.” Ontologies have been developed in artificial intelligence and knowledge management research to facilitate knowledge use and reuse with the main idea being to develop an understandable,

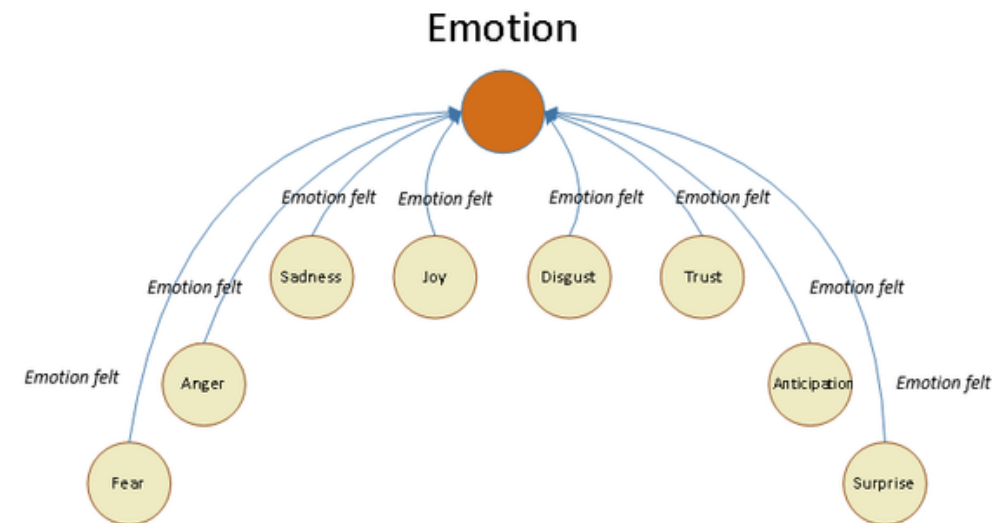


Figure 1. An Emotion Ontology (Adapted from Balahur et al. (2012))

complete, and sharable system of categories, labels, and relationships that represent the real world in an objective manner (Bera et al. 2012). Ontologies, in general, are useful because they formalize a shared view of a domain and have the potential to capture semantic knowledge for reuse (Obrst et al. 2014).

Ontologies as surrogate for meaning

Capturing “meaning” is very difficult when computer systems only operate using syntax. Real-time analysis and decision making are well-known goals when employing big data, but require complete interoperability among data sources. Integration of interrelating information from multiple sources to obtain a shared understanding is needed. Semantic integration is intended to address the variety problem in big data so that software which uses multiple datasets has no

semantic mismatches. However, this should be automatic so that effective resolution of interoperability challenges can result without human intervention (Obrst et al., 2007).

Ontologies communication mechanism

The role of conceptual modelers is to conceptualize by taking some aspect of the real world and presenting to others in such a way that they can understand it, possibly via a mapping to their own real world experiences or to an ontology or other artificial representation mechanism. Guarino (1998) has long argued, for example, that every database has an ontology to which it is mapped. Understanding such a mapping can provide a one-to-one correspondence between the real world and the representation used in a (big data) database.

ANALYTICS AND DATA SCIENCE FEATURE

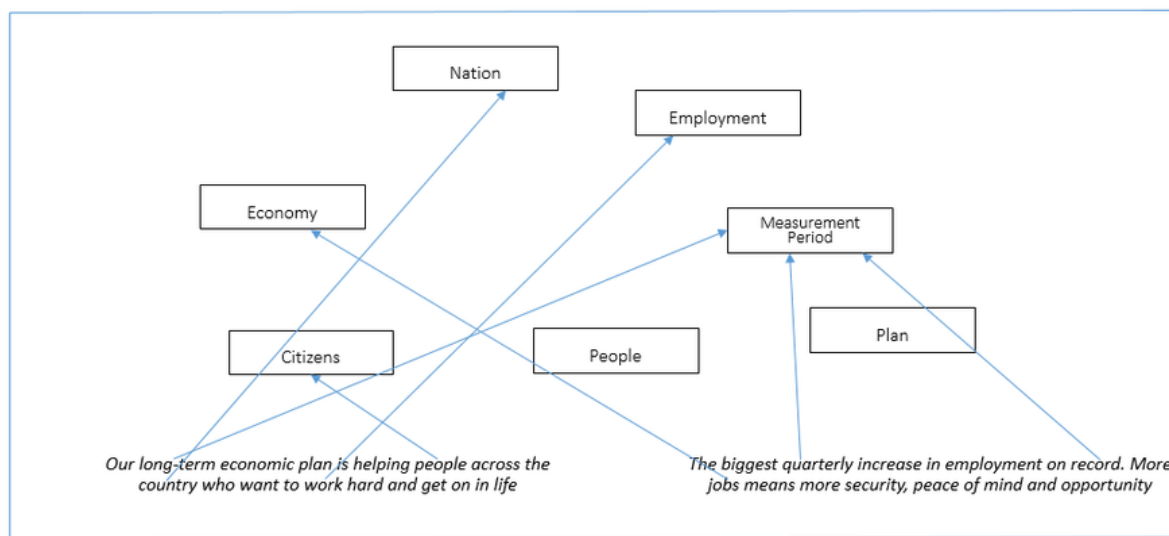


Figure 2. Mapping to Partial Economic Domain Ontology

Challenges of domain ontology use

There are many challenges of big data and ontology use, two of which are: interoperability to deal with the variety of data sources; and correct labelling and mappings.

Interoperability, depends on agreements at some level of detail, but the amount of detail, degree, and kinds of incompatibility that exists, which must all be dealt with (Fritzsche et al. 2016). However, these are actually on a continuum, so it is useful to know the degree to which they can be met.

Database designers, systems engineers, domain experts and ontology engineers have all been striving to create good, and acceptable terminology for quite some time. Mapping terms to ontologies can help detect errors or inconsistencies,

emphasizing the importance of labeling (Mendling et al. 2010). Ontology mapping is also difficult (Choi and Song, 2006).

Discussion: Realizing the Role of Domain Ontologies

Domain ontologies, as a mechanism to capture and represent concepts and relationships (conceptualizations) about the real world should be useful for big data. Although some of the larger, more grand problems of big data have been articulated, the concrete, analytic efforts to mine and identify useful patterns from data is equally challenging. Having some mechanisms, such as the use of domain ontologies, to map common terms during modeling is needed. Then, the role of domain ontologies, which capture knowledge specific to an application domain, or community, can be effectively employed in various ways.

1. They provide top-level concepts to which lower level concepts can be mapped, recognizing commonalities and how terms relate to each other (e.g., earnings and profit can both be associated with revenue, but through different relationships.)

2. Specific classes and subclasses can be defined that were not previously available (e.g., citizens may be employed (civil servant or not) or unemployed; residents may be naturalized or born).

3. Interoperability can be supported through careful mappings to a domain ontology.

Conclusion

There are still many challenges associated with big data. Although there are high-level issues that need to be addressed such as the role of theory, how big data can be used for the betterment of society, applications that provide value, etc., there are still modeling issues associated with capturing, representing and using big data that have not been resolved. This paper has examined domain ontologies as one way to advance research on big data analytics and proposed that domain ontologies can be useful as a means for knowledge representation, a surrogate for meaning, and as a communication mechanism. However, challenges of use dealing with interoperability and mappings remain.

Acknowledgements

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WRAP UP FROM 2016 ANNUAL CONFERENCE

From WRAPUPFROM2016 ANNUAL CONFERENCE, page 7

In line with previous years, awards were presented to competition winners from four different categories: Instructional Innovation Award, Best Teaching Case Studies Award, Elwood S. Buffa Doctoral Dissertation Award, and Best Paper Awards. The winners in each of these categories are:

Instructional Innovation Award: Visualization of Twitter Data in Classroom- Betsey Page Sigman (Georgetown University), William Garr (Georgetown University), Robert Pongsajapan (Georgetown University), Marie Selvanadin, Kristin Bolling, Mindy McWilliams

Best Teaching Case Studies Award: RestA Mattress Company – A Case of Supply Chain Management- A. Serdar Simsek (UT Dallas), Metin Cankanyildirim (UT Dallas)

Elwood S. Buffa Doctoral Dissertation Award: Optimizing a Menu of Multi-Format Subscription Plans for Advertising Supported Media Platforms: A Model and Application in the Daily Newspaper Industry- Vamsi K. Kanuri (University of Missouri, Columbia)

Best Theory-Driven Empirical Paper: Should Suppliers Choose to be Leading Innovators? Alan Mackelprang (Georgia Southern University), Ed Bernardes (West Virginia University), Gerard Burke (Georgia Southern University), Chris Welter (Xavier University).



Award Winners



Award Winners



Mr. Charles Holland



Professor Sunil Chopra

In addition to the panels and workshops, the conference included a variety of consortia targeting pre and post proposal defense students and new and mid-career faculty development. Each of these consortia involved presentations and panel discussions on various topics and coordinators assisted in moderating the sessions.

This year's conference also included a special interest group track focusing on Data, Analytics, and Statistics Instruction (DASI). The primary focus of the DASI is on improving education and instruction related to the effective use of data for decision making..

Recognition of DSJ Award Winners at DSI

At the Decision Sciences Institute meeting in Austin, 4 individuals were recognized for their contributions to the Decision Sciences Journal.

First, Professor David Gligor (University of Mississippi) was recognized for authoring the paper with the most significant contribution in 2016: The Role of Supply Chain Agility in Achieving Supply Chain Fit.

The remaining awards were given out recognize outstanding editorial work in support of DSJ.

Professor Sri Talluri (Michigan State University) was recognized for his outstanding role as a Senior Editor. Professor Gangshu (George) Cai (Santa Clara University) was recognized for his outstanding contributions as an Associate Editor.

Finally, Professor Kevin Linderman (University of Minnesota) was recognized for his outstanding contributions as both an Associate Editor and Reviewer.

The efforts of all DSJ reviewers, Associate Editors, and Senior Editors is critical for the success of the journal and we want to particularly recognize those contributors who consistently go above and beyond the expectations associated with their role.

WRAP UP FROM 2016 ANNUAL CONFERENCE

Report from the Member Services Committee

Kathy Zuckweiler

At the November 2016 Annual Meeting, the Decision Sciences Institute Member Services Committee hosted a reception for new members. Approximately 35 new members attended, representing most of the U.S. regions, Europe, India, and Asia. The reception was a relaxed venue for new members, returning members, and the Board of Directors to mingle. The Annual Meeting welcome reception immediately followed the new member reception and allowed conversations to continue throughout the evening. There are several photos from the new member reception on the DSI website – check them out to see who you recognize!

In the coming months, the Member Services Committee will work on initiatives including a new “conference buddy” program that matches senior DSI members with new members for the 2017 Annual Meeting. The conference buddy program is designed to help new members build networks in DSI through introductions made by their buddy (senior member of DSI) at the conference. The Member Services Committee is also exploring opportunities to offer discounts on goods and services (for example, software licenses, travel discounts, etc.) to members. Please contact Kathy Zuckweiler (kathryn.zuckweiler@mwsu.edu), Member Services Committee chair, with any suggestions or connections for discounts.

"Approximately 35 new members attended, representing most of the U.S. regions, Europe, India, and Asia. . "



From EDITOR'S LETTER, page 6

“Born a Crime: Stories from a South African Childhood,” is the title of the book written by Trevor Noah host of the Daily Show. This book has been reviewed by Kristen M. Rosacker, feature editor for “From the Bookshelf.” I am sure you find this short write up very interesting which may propel you to read the book in its entirety.

Cheri Speier-Pero, Chief Editor of DSJ provides you with abstracts of articles in the in the upcoming issue of Decision Sciences Journal.

Take a look at the list and you may find some articles of interests that may help and enrich your research.

As always, if you have an idea that you like to share with the rest of DSI members, please write to me at mebrahimpour@uri.edu.

Maling Ebrahimpour, Editor

Cheri Speier-Pero

The following articles will be published in Volume 47, Number 6 of the Decision Sciences Journal.

The first three articles are part of our special issue on Supply Chain Decisions in Governmental Organizations (Special Editors: Geraldo Ferrer, Naval Postgraduate School (Monterey, CA, USA); Gyula Vastag, Széchenyi University (Győr, Hungary) and National University of Public Service (Budapest, Hungary); and Gyu M. Lee, Pusan National University (Busan, Korea).

COMPLEXITY AND SELF-SUSTAINMENT IN DISASTER RESPONSE SUPPLY CHAINS

Aruna Apte, John Khawam, Eva Regnier, and Jay Simon

Governmental organizations play a major role in disaster relief operations. Supply chains set up to respond to disasters differ dramatically in many dimensions that affect the cost of relief efforts. One factor that has been described recently is self-sustainment, which occurs when supplies consumed by intermediate stages of a supply chain must be provided via the chain itself because they are not locally available. This article applies the concept of self-sustainment to response supply chains. A mathematical model of a self-sustaining response supply chain is developed. Analysis of this model yields insights about the relationships and interactions among self-sustainment, speed of disaster onset, dispersion of impact, and the cost of the relief efforts.

DESIGN OF AUCTION PARAMETERS TO REDUCE THE EFFECT OF COLLUSION

Sidhartha S. Padhi, Stephan M. Wagner, and Pratap K. J. Mohapatra

Government departments are increasingly turning to auctions to procure goods and services. Collusion among bidders, however, reduces competition and raises winning bid prices. Since conventional collusion control measures based on the

redesign of auction mechanisms are less effective in government procurement auctions, there is a need to devise control measures that decrease the effect of collusion. This article demonstrates how the principles of design of experiments can be applied in a system dynamics model to find the auction parameter values that substantially reduce the effect of collusion in government procurement auctions. This research makes a number of contributions. First, it develops a feedback-based dynamic mechanism of collusion in government procurement auctions. The mechanism proposes the winning bid price as being determined not by the total number of bidders but by the number of independent bidders. It defines each cartel as one independent bidder regardless of the number of bidders in the cartel. Second, the mechanism is tested by developing a system dynamics model to government auctions for procuring contracts for roadwork projects in India. Third, the principles of experimental design are applied to find the auction parameter values that ensure high bid participation and low winning price-to-reserve price ratios.

A PUBLIC TRANSPORTATION DECISION-MAKING MODEL WITHIN A METROPOLITAN AREA

Rebecca A. Scott, Benjamin T. George, and Victor R. Prybutok

Understanding the decision-making factors associated with public transportation



Dr. Cheri Speier-Pero is Professor of Information Systems and currently serves as 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.

is essential in strategic development of public transportation to improve acceptance and utilization of mass transit systems. This research analyzes factors affecting attitudes toward public transportation and the choice of transportation mode by investigating the public transportation decision-making process of working professionals using a survey methodology. The objectives of this research are to model the transportation decision-making process of public transportation users in a metropolitan area and to determine key factors that affect the public transportation choices made by potential public transportation users. This study contributes to the literature by developing and testing an integrated theoretical framework for modeling an individual's public transportation decision-making process using four independent variables: Perceived Public Transportation Security, Knowledge, Price, and Convenience. We develop the proposed theoretical framework based upon the extant literature and tested it using partial least squares structural equation modeling (PLS-SEM). Based on the Theory of Reasoned Action, the Theory of Planned Behavior, and utility theory, we develop the factors and refine associated items using confirmatory factor analysis.

MANAGING ENTERPRISE RISKS OF TECHNOLOGICAL SYSTEMS: AN EXPLORATORY EMPIRICAL ANALYSIS OF VULNERABILITY CHARACTERISTICS AS DRIVERS OF EXPLOIT PUBLICATION

Ravi Sen and Gregory R. Heim

Enterprises experience opportunistic exploits targeted at vulnerable technology. Vulnerabilities in software-based applications, service systems, enterprise platforms, and supply chains are discovered and disclosed on an alarmingly regular basis. A necessary enterprise risk management task concerns identifying and patching vulnerabilities. Yet it is a costly affair to develop and deploy patches to alleviate risk and prevent damage from exploit attacks. Given the limited resources available, technology producers and users must identify priorities for such tasks. When not overlooked, vulnerability-patching tasks often are prioritized based on vulnerability disclosure dates, thus vulnerabilities disclosed earlier usually have patches developed and deployed earlier. We suggest priorities also should focus on time-dependent likelihoods of exploits getting published. We analyze data on software exploits to identify factors associated with the duration between a vulnerability discovery date and the date when an exploit is publicly available, a time window for patching before exploit attack levels may escalate. Actively prioritizing

vulnerability patching based on likelihoods of exploit publication may help lessen losses due to exploit attacks. Technology managers might apply the insights to better estimate relative risk levels, and better prioritize protection efforts toward vulnerabilities having higher risk of earlier exploitation.

A DECISIONAL FRAMEWORK OF OFFSHORING: INTEGRATING INSIGHTS FROM 25 YEARS OF RESEARCH TO PROVIDE DIRECTION FOR FUTURE

Mashiho Mihalache and Oli R. Mihalache

Mirroring the growing trend for firms to support their operations by locating activities abroad, research on the practice of offshoring has increased considerably in recent years. However, despite the mounting research, understanding of the key factors influencing decision-making for offshoring remains surprisingly limited due to fragmentation. In this study, we synthesize and integrate insights from different research domains in order to develop a comprehensive decisional framework for key offshoring decisions. The integrative decisional framework is based on a systematic review of offshoring research published in the most influential management and business journals in the past 25 years. In addition to providing a snapshot of the state of research on decision-making for offshoring, this study aims to stimulate future

research by identifying promising research opportunities. In particular, we propose that future research should use alternative theories to incorporate overlooked aspects of decision-making, integrate different theories to account for the interdependencies between decisions, and adopt a portfolio perspective that considers each decision as part of an overall offshoring strategy.

PUSH AND PULL CONTRACTS IN A LOCAL SUPPLY CHAIN WITH AN OUTSIDE MARKET

Qinglong Gou, Suresh Sethi, Jinfeng Yue, and Juan Zhang

Wholesale price contracts are widely studied in a single supplier-single retailer supply chain, but without considering an outside market where the supplier may sell if he gets a high enough price and the retailer may buy if the price is low enough. We fill this gap in the literature by studying push and pull contracts in a local supplier-retailer supply chain with the presence of an outside market. Taking the local supplier's maximum production capacity and the outside market barriers into account, we identify the Pareto set of the push and/or pull contracts and draw managerial implications. The main results include the following. First, the most inefficient point of the pull Pareto set cannot always be removed by considering both the push and pull contracts.

Second, the supplier's production capacity plays a significant role in the presence of an outside market; it affects the supplier's negotiating power with the retailer and the coordination of the supply chain can be accomplished only with a large enough capacity. Third, the import and export barriers influence the supply chain significantly: (i) an export barrier in the local market and the supplier's production capacity influence the supplier's export strategy; (ii) a low import (resp., export) barrier in the local market can improve the local supply chain's efficiency by use of a push (resp., pull) contract; and (iii) a high import (resp., export) barrier in the local market encourages the supplier (resp., retailer) to bear more inventory risk.

COORDINATING EXTERNAL MANUFACTURING OF PRODUCT MODULES

Magnus Persson, Martin Jan Eklind, and Mats Winroth

Product modularization has changed gradually from mainly being a way to bring strategic flexibility into product design, to becoming a means to reach new suppliers in a globalized world. Use of external suppliers is facilitated by the "embedded coordination" brought by standardized module interfaces which reduce the interdependence between modules manufactured by different suppliers.

However, the distance between design and manufacturing is increased by heavy reliance on suppliers, and requires coordination between design and manufacturing. Hence, this article aims to identify appropriate mechanisms to enable coordination of external manufacturing of product modules. The investigation is based on two case studies in one manufacturing company that has for long relied heavily on external suppliers. The case studies identify different means, coordination mechanisms, of handling the increased distance between design and manufacturing. In addition to organizational solutions, various intermediaries including especially the supply chain function act as bridges between design and manufacturing. The appropriate mechanism to use is decided by the character of the product and the degree of upgrading. We recommend openness to adaptation to situation dynamics rather than investment in optimizing the level of integration with a particular supplier.

34TH PAN PACIFIC CONFERENCE ANNOUNCEMENT

Lima, Peru May 29-31, 2017



PPBA

The 34th Annual PPC will be held in Lima, Peru, a historic metropolis of 10 million people, in collaboration with CENTRUM Graduate School of the Universidad Catolica del Peru. The theme of the conference is “Designing New Business Models in Developing Economies.” Competitive papers, symposia, tutorials and workshop proposals are invited in the following areas: Innovation in the digital age;

Research in POM, SCM, MIS, and e-business; International business; Strategies for convergence and collaborative innovation; Entrepreneurship and venture creation; Tourism and hospitality; Educational reforms in the digital age; and other related topics. A side trip to the famed Machu Picchu is also planned. Please visit our website for more information (www.panpacificbusiness.org).

IN THE CLASSROOM

TRANSFERABLE SKILLS: IT'S NOT THE SKILLS THAT MATTER, IT'S THE TRANSFERABILITY

Kathryn M. Zuckweiler

Recently, the concept of transferable skills for college graduates has received renewed attention from the media, legislators, and other stakeholders of higher education who are calling for colleges and universities to produce graduates with skills that clearly and readily apply to employment settings. The notion of transferable skills is not new to higher education; rather the discussion dates back over fifty years and includes more than 30,000 articles published on the topic. Despite the simultaneously broad and deep treatment of transferable skills across several countries, cultures, and contexts, there is still little consensus about how higher education should impart these skills to its graduates.

As I began exploring this topic, the decision sciences seemed a natural and (dare I say) easy avenue due to the applicability and practicability of much that we teach. I thought that what we teach students is inherently transferable (albeit with some adaptation) across industries and companies and the missing piece for students was their lack of experience and, in some cases, vocabulary to explain how their knowledge and

skills could benefit an employer. The solution, then, is simply to more deliberately teach students how to communicate and contextualize what they learned in class to a workplace setting.

While this is not technically incorrect, it grossly oversimplifies the issue. When I first wrote this article a year ago, it was a call to fill in the gaps in students' experience and vocabulary by strategically supplementing lectures and activities with discussions that help students understand how the concepts and models we teach apply to various settings. Students, in turn, can use these discussions when speaking with potential employers and navigating the first year (or two) of a new job until their experience catches up and sustains their career progression. Seems straightforward enough, right? Instead of publishing this article a year ago, I kept reading and the more I read, the less clarity I had about transferable skills and how to embed them in my teaching. What I thought was a series of tweaks and content additions to my operations management course now looks like a fundamental reimagining and restructuring that I'm still not sure will accomplish my aims. I suspect this is why 50+ years and 30,000+ articles later, transferable skills is still an active topic for higher education and its stakeholders.

The pressure on academia to prepare students to be productive, valuable employees and members of society is increasing on multiple fronts. For example, in 2015 the Texas Higher Education Coordinating Board set a goal that by 2030, all graduates from Texas public institutions

of higher education will have completed programs with identified marketable skills. [A note about terminology: "transferable skills" are also called marketable skills, core competences, personal skills, and core skills. See Kemp and Seagraves (1995) for a discussion of transferable skills synonyms.]

In its 2013 Accreditation Standards, AACSB International acknowledged that business schools "must respond to the business world's changing needs by providing relevant knowledge and skills to the communities they serve" (AACSB International, 2016). Additionally, the Intellectual and Practical Skills listed in the Essential Learning Outcomes (<https://www.aacu.org/leap/essential-learning-outcomes>) promoted by the Liberal Education and America's Promise (LEAP) initiative mirror lists of transferable skills widely cited in literature (see, for example, Bennett, 2002; Bridges, 1993; and Kemp & Seagraves, 1995).

Yet, despite the emphasis on transferable skills, exactly what they are and how to teach them remains somewhat unclear. Common entries in a list of transferable skills include the ability to work well with others, the ability to organize, self-motivation, basic competence with information technology, communication skills, initiative, creativity, problem-solving, numeracy, and leadership (Bennett, 2002; Kemp & Seagraves, 1995). As Kemp and Seagraves (1995) point out, "development work in this area, regardless of the label used, is based on the assumption that there is a group of skills which adhere to the individual and which individuals carry with them wherever they go."



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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*. She is a member of the *Decision Sciences Institute* and *Institute of Supply Management*.

named skills but also ‘transfer skills,’ that is the awareness within the individual of how to apply skills in different contexts. We live in contexts, we learn in contexts, we work in contexts and no two contexts are exactly the same. *"Our ability to contextualize skills is as important as the skills themselves"* (emphasis added).

While there are numerous pedagogical strategies to improve teamwork, communication skills, IT competence, problem-solving and other skills, the context piece may be simultaneously the key and the stumbling block to improving transferable skills in college and university graduates. Can context, at the level of nuance suggested by Kemp and Seagraves (1995), be taught in a classroom or a lab? Or is context better suited to being developed through experience and higher-order academic inquiry?

Bridges (1993) writes "The identification of widely applicable transferable or core skills may be quite useful, though it threatens to be an enormous list of items. What is more intriguing and in many ways more central to a properly educative endeavor is the identification of what is involved in the transferring skills or what it is that enables someone with some knowledge. It is not evident, however, that so-called transferable skills are totally context free and hence totally transferable. Research in cognitive development and related cognitive skills (analysis, synthesis, critical thinking, problem-solving) suggests that these are discipline related. An issue for development is not only

learning, understanding or skill gained in one cognitive domain and/or social context to adapt, modify or extend it in such a way as to be able to apply it in another. It is this area of context responsive meta-competence which should receive our fuller attention." He continues "Any account of such meta-competencies must surely include reference to at least three elements: to the sensitive and intelligent discernment of similarities and differences between one social/cognitive setting and another; to whatever cognitive equipment it is which enables someone to modify, extend or adapt a previous repertoire or response to the different requirements of the new situation; to the attitudes or dispositions which support both of these- perhaps a combination of the receptiveness and sensitivity which is necessary to the first of these requirements with the confidence or enterprise which supports the second" (Bridges, 1993).

If we accept the premise that skills require contextualization to be truly valuable, then we must also re-evaluate what and how we teach students to acquire and develop skills and the cognition to apply them appropriately. In the decision sciences, there are many pedagogical techniques and tools available to help students learn skills (many are described in *Decision Sciences Journal of Innovative Education*). Experiential learning may provide one means of helping students gain a sense of context because context is central to many experiential learning activities such as case studies, simulations, consulting

projects, internships, and others that ask students to take what they learned in class and adapt it to fit a scenario. Ideally, students would work through different scenarios to hone their ability to contextualize their knowledge. Debriefing and reflection exercises would help cement the learning from these experiences. Used this way, experiential learning as a means to enhance transferable skills dovetails nicely with current initiatives by AACSB and other stakeholders. This approach does, however, require tradeoffs between breadth and depth of topic coverage in a course and thus may not be well-suited to an introductory or survey course.

Another consideration is that consistency across disciplines and instructors may be needed to facilitate student understanding. Kemp and Seagraves (1995) found that within one university, students enrolled in five courses designed to teach transferable skills were exposed to wildly divergent approaches to teaching and assessment that led to confusion and discouragement among students. Further, "a fairly high percentage of students at the end of their course did not feel they had received formal instruction or additional help in the development of these skills, especially in view of the fact that these courses professed to be developing these skills and the skills were being used by the students on a daily basis to assess their knowledge based learning, if nothing else" (Kemp & Seagraves, 1995). This is echoed by Athiyaman (2001)

who noted that there is little evidence to suggest that graduates are unhappy with the inventory of personal skills they acquired at university, only with the specific ways these skills were imparted and the lack of depth of formal skills training.

These findings suggest that conversations about teaching transferable skills should transcend departments and instead take place at the business school or university level to maximize the efficiency and effectiveness of efforts. That said, the approach may, and probably should, vary across universities, regions, countries as the context (social, political, economic, educational) varies.

As transferable skills are ultimately intended to improve employability, business managers must participate in conversations about skills and context to ensure alignment between what graduates offer and what businesses need. This may not, however, be as simple as it seems due to the limited ability of managers to articulate what skills are needed and why. Bennett (2002) cites prior studies, writing, “Silver (1991) in particular commented on the ambiguity and meaninglessness of many of the comments that managers make about the skills they deem critically important for managerial work. Remarks made during interviews were, Silver alleged, often so abstract as to be useless, and interviewees had limited vocabularies

for listing skills requirements. Managers found it hard to identify words relevant to specific areas of competency. Hence, portmanteau terms such as ‘good communicator’ and ‘must have leadership skills’ came up repeatedly (p. 5).

Bevan’s (1990) study of the personal skills considered important within 40 UK companies similarly revealed much confusion among interviewees vis-à-vis the definition of terms. The same words meant very different things to different people, both between organizations and within them. For instance, ‘good decision-making’ was characterized in one firm as taking decisions only when a person possesses all the facts; and in another as pro-actively assessing prevailing business conditions and calculating risks and contingent probabilities.”

Lack of clarity notwithstanding, transferable skills are and will continue to be important for career success. Universities have and will continue to have a role in helping students develop skills and the ability to appropriately contextualize them. To meet the challenges articulated by stakeholders (AACSB, LEAP, and others), faculty need to be innovative, intentional, and collaborative in their approach to teaching students how to transfer the skills they learn. As discussed, there are many ways to effectively teach skills. Teaching students how to contextualize their skills and adapt and apply them when and how needed is a different matter; one that will require faculty to adapt

and apply new and different approaches to teaching. It will also require collaboration with businesses and development of a shared understanding of what is needed from graduates to ensure curricular relevance and responsiveness. Finally, feedback from students and alumni about what worked and what did not will help faculty continuously improve their pedagogical context.

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FROM THE BOOKSHELF

BOOK REVIEW: BORN A CRIME: STORIES FROM A SOUTH AFRICAN CHILDHOOD BY TREVOR NOAH HARDCOVER

Kirsten M. Rosacker

Culture is a driving force for human development. It is within the context of our personal culture – our environment – that we are raised and influenced to become the persona (collections of beliefs and values) that provides a foundation for who we are, what we believe, and how we interact with other members of humanity. For the past two years, the Presidential elections in the United States have traversed a winding and confusing pathway like nothing ever thought possible or seen before. I suspect, and will pontificate here, that academic study will ultimately provide significant evidence supporting a conclusion that much of what we witnessed is directly traceable to cultural differences and the significant personal concerns – real or perceived – that flow or have flown from the “cultural divide” leading to, as Time magazine recently offered, the “Divided States of America.”

Trevor Noah has become an influential player in this arena. As the host of a popular late night show previously captained by John Stewart, he inherited a successful platform for posturing and supporting liberal causes. His audience is clearly liberal by nature and his humor is largely directed at skewering the viewpoints of those who provided the support that elected our incoming President.

It is into this important and timely discussion that Trevor Noah steps in authoring an insightful book that details his upbringing in the culturally

divided world of apartheid which is a “a police state, a system of surveillance and laws designed to keep black people under total control.”

Trevor Noah was born in Johannesburg, South Africa in 1984. His mother is a “black” South African while his “white” father is of European decent. At the time of Noah’s birth, it was illegal to have a “colored” child in South Africa. As a direct and necessary result of his heritage, Noah was raised by his mother and saw his father on Sundays when he was young. During this time, South Africans were legally required to live in specific areas based on an arbitrary, limited definition of race – one was either “white” or “black” or “colored” or “Indian.” For example, if the officials placed a pencil in an individual’s hair and it fell out, the individual might be designated as “colored”. Blended ethnic neighborhoods were not permitted. These laws slowly changed. In 1990, Nelson Mandela was released from prison and the apartheid system tumbled out of legal favor. Trevor Noah offers vivid stories of his post-apartheid life. It is through this lens that Trevor Noah presents a picture of extraordinary cultural distinctions within the context of his formative years.

This book offers a commentary on culture and with little thought can be easily expanded to a conservative versus liberal paradigm, the essence of today’s political divide.

While the United States is certainly not as challenged as apartheid, we are in the troughs of a wide, and perhaps expanding chasm of misunderstandings that can be traced to a significant degree to cultural distinctions. The big city experience is not equivalent to the small city experience. Perhaps an open-minded reading of a truly unique experience will serve to provide a foundation for a better appreciation of other people’s viewpoints.

The book (ISBN-13: 978-1501135910) is published by Spiegel & Grau (November 15, 2016), contains 304 pages and costs approximately \$16.80.



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CALL FOR PAPERS

JOURNAL OF OPERATIONS MANAGEMENT

Special Issue on Delivering Effective Care at Lower Cost

Guest Co-Editors

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Description

The purpose of this special issue is to foster the community of OM scholars who work collaboratively with healthcare practitioners and organizations on research projects. We envision the special issue publishing papers that are co-authored by operations management scholars and members of the healthcare research community (practitioners, executives and managers of healthcare organizations, healthcare economics and policy researchers). This special issue will focus on the broad topic of delivering better care at lower cost.

We are interested in publishing novel, empirically-based investigations that examine issues pertinent to operations management practitioners and scholars. Efficiency, worker productivity, quality, cost, responsiveness, patient experience, technology development and implementation, innovation, process design and other issues are all important to this group. Potential research topics are not limited to, but include the following:

Improving Efficiency, Quality, Safety and/or Patient Experience in Hospitals, Nursing homes, Rehabilitation, etc.
Improving Quality of Care Across a Population of Patients
Coordination of Care (in Accountable Care Organizations, across disciplines, shifts, etc.)
Healthcare Delivery in Developing Countries or in response to Disasters
Global Health
Use of Technology in Healthcare Delivery (Telemedicine, wearables, health applications, IT)
Health Care Supply Chains
Drug Development and Innovation, Medical Trials
Medical Devices and Equipment (Innovation, Supply, Contracts, Adoption, Use, etc.)
Healthcare Providers (Training, Decision-making, Efficiency, etc.)
Patient-Driven Innovations in Healthcare
Patient-Centered Care
Healthcare Analytics

Submitted papers should be original research contributions, follow JOM submission guidelines, and contain managerially relevant lessons. The review process will be handled by the guest editors.

JUNE 1, 2017 TO OCTOBER 31, 2017: SUBMISSION OPEN FOR SPECIAL ISSUE

Submit papers to the Journal of Operations Management, Healthcare Department, Departmental Editor Professor Anita Tucker through the regular journal channel. Please mention in a cover letter that it is for the special issue.

Notes

Authors wondering whether a current research project is a fit for the special issue are invited to email a short description (no more than one page) of their project to either of the co-editors. We will provide feedback on whether the topic meets the goals of the special issue. We will not evaluate the quality of the research based on the description. That determination will be left to the review process. There is no requirement to submit a description before submitting a paper.

NOMINATION LIST & STATEMENTS

CANDIDATE SLATE FOR 2017 DSI OFFICER ELECTION



PRESIDENT-ELECT

Shaw Chen – *University of Rhode Island*

Vision Statement

I am extremely honored and humbled to be nominated for the role of president-elect of the Decision Sciences Institute (DSI). It is my firm belief that DSI is the leading professional organization for academia in all decision science fields. This interdisciplinary nature combined with special focuses is indeed the main strength of DSI, a strength that places it above many other academic organizations.

Since the early 1980's and throughout the advancement of my professional career, I have had many wonderful experiences with DSI and my DSI colleagues. I identify most strongly with the principles of DSI and that devotion is truly evident by my ongoing commitment to the Institute. I have always been gratified by its professional spirit and energy, and wish to help lead DSI into the future.

For the past 31 years I have been particularly fortunate to have had numerous opportunities to serve as a constant contributing DSI member, both at the Institute level and at the regional level. I understand perfectly the importance of regional divisions through my two terms as the president of NEDSI, an exemplary DSI division, from 1999-2000 and again from 2002-03. I have continued to extend my services to NEDSI by serving as an active Advisory Board member. I value the significance of DSI's global engagement for future growth and sustainable strategies from my work as DSI's Global Development Coordinator, 2007-13, and as chair of the Strategic Planning for International Affairs Committee, 2007-13. I was bestowed with the honor of managing the financial strength, constraints and flows of DSI in my role as the DSI Treasurer from 2010-12. I have been well prepared, acculturated, and mentored through service on the DSI Board as chaired by six DSI presidents from 2007-12. It is my firm belief that I possess a proven record of imperative foresight that is best able to now clearly articulate DSI's goals and means to the primary constituents served.

2016 is monumental year for the Institute. DSI is moving forward with the appointment of a permanent executive director on October 24, 2016. This position is certainly vital and can be pivotal for the long term success of DSI. The new appointment of the editor for the Decision Sciences Journal of

Innovative Education certainly brings new and fresh perspectives while continuing to build on the solid foundation for innovative teaching and pedagogical research in the decision sciences. Nevertheless, DSI is far from being perfect as recently stated by 2016-17 President Funda Sahin in the October 2016 Decision Line, "the Institute has been distracted with its internal inefficiencies and ineffectiveness to the point of losing sight of its strategic focus, which contributed to DSI's losing of its competitive advantage and relevance." The future of DSI should not be a matter left to chance, but is the matter that we need to collectively strive for with a clear vision and consistent and effective actions to capitalize all opportunities in the transitional and transformational processes. I have every confidence that my leadership skills and administrative experience will enable me to facilitate an effective planning process and to streamline DSI's priorities and action plans. While I am humbled and privileged with the opportunities to serve the Institute and the members, I would also like to shed some light on my vision and priorities as we move forward into the future.

My goal is to build DSI into a professionally respected and favored global multidisciplinary decision sciences organization that offers focused, relevant, value-added quality, services, culture, and pride to all members.

NOMINATION LIST & STATEMENTS

Granted, these two directives are not mutually exclusive, but need to be integrated in the process of formulating action items and priorities to provide the value added for DSI. DSI needs to be conscientious in serving all constituents as a community and a family that includes students, faculty, academic administrators, researchers, and professionals globally. The professional community directive includes matters such as organizational structure, shared culture and identity, job placement, membership support, membership benefits, professional networking mechanisms, career development, and web and media exposure. It is essential that DSI position itself as a premium value-added provider of choice for all constituents. The scholastic learning directive comprises areas such as research outlets and research journal publications, dissimulation of teaching pedagogy, delivery, assessment, practices and philosophy, platforms for intellectual exchanges, and branding (to academic deans, professional communities, and others).

In order to succeed:

- I envision that the DSI Board will be a vibrant and focused working group to act, direct, and implement matters of strategic importance to DSI and to lead DSI with transparency, integrity, and legitimacy.
- I will push for consensus on consistent and continuing focuses and executable action plans from both the (constantly changing) Board and the Home office.
- I pledge to work with the Annual Conference program committee for an exciting, dynamic, and rewarding venue of career development, scholarly exchanges, and professional networking.
- I expect DSI's journal editors continue to promote scholarly excellence and enhance the intellectual impact that lead DSI journals to recognition as the top target journal list by all major universities.
- I will promote DSI to foster an entrepreneurial spirit to take on innovative challenges and creative approaches for branding, membership services, and member engagement.
- I will advocate a global DSI by positioning and promoting regional characteristics with DSI identity with a seamless collaborative governance structure.

Many of these matters require our conscientious attention, innovative thought leadership, and prudent actions from the DSI Board, officials, home office staffs and all affinity groups. I sincerely pledge my total commitment to devote my presidency to focusing on relevant and critical propositions for a growing a quality and member-oriented DSI. Let's look to the future.

DSI MEMBER ACTIVITY

- Nominee, President-elect, 2016
- Advisory Council Member, Northeast Decision Sciences Institute, 2000-
- Nominee, President-elect, 2014
- Nominating Committee, 2013-2015
- Member Service Committee, 2007-09, 2010-14
- Finance & Investment Advisory Committee
- Global Development Coordinator, 2007-2013
- Strategic Planning for International Affairs Committee, chair 2007-2013
- Executive Committee/Strategic Planning Committee, 2011-2012
- Finance Committee Chair 2011-12; Member 2010-11
- Investment Advisory Committee Chair 2011-12 Member 2010-11
- Treasurer, 2010-12
- Executive Committee 2010-11
- Ad hoc Committee on World Congress, 2010-11
- Track Chair, 1999, 2001, 2010
- At-Large Vice President, 2008-10
- Vice President, Northeast, 2007-2008
- Regionally Activities Committee, 1988-00, 2002-03, 2006-08
- Regionally Elected Vice President, Northeast, 2006-08
- Acting President, Northeast, 2004
- Chairperson, Advisory Council, Northeast Decision Sciences Institute, 2001-2002, 2003-2004
- President, Northeast 1999-2000, 2002-03
- President-Elect, Northeast, 1998-99, 2001-02
- Nominating Committee, 2000-2002
- Program Chair, Northeast, 1998
- Vice President Program Chair, Northeast, 1996-97
- Publication Committee, 1994-96

NOMINATION LIST & STATEMENTS



PRESIDENT-ELECT

Johnny Rungtusanatham – *Ohio State University*

Vision Statement

I am truly honored to be nominated for President of the Decision Sciences Institute (DSI). Should I be elected, I look forward to continuing my service to the Institute and to you.

Who Am I in DSI?

Like my predecessors and many others, I grew up professionally in DSI. My journey began as a Ph.D. student making my first presentation at the 1992 Annual Meeting of DSI in San Francisco. I was well prepared but nervous nonetheless. The support from the audience, including the senior scholars in the room, is what endeared me to DSI. Over the years, I have been very fortunate to be mentored by a long list of past and current DSI leaders; a list that easily takes up an entire page.

Lee Krajewski, for example, appointed me to be the 1999-2000 Chair of the Publications Committee; at the time, I was not even tenured and very humbled by his trust in me. Linda Sprague and Norma Harrison involved me in Asia Pacific DSI, eventually serving as the Secretary-General. Many others on this long, personal list have opened doors to allow me to serve DSI in other visible roles – from providing editorial service to Decision Sciences for which I was recognized with the “Outstanding Associate Editor” award twice by two different editors (Vicki Smith-Daniels and Asoo Vakharia) to serving on the Board of Directors of DSI as Treasurer and Vice President to being the Program Chair for the 2014 Tampa annual meeting (thanks to Maling Ebrahimpour for picking me and to Marc Schniederjans for allowing me to experiment with new ideas). I can go on and apologize that page limits constrain my ability to publicly acknowledge the many who opened doors for me to benefit from participation in DSI. Thank you.

So, why am I interested in serving as DSI President? Many of you perhaps realize that I have just stepped off being the Interim Executive Director, after having been in this role for about two years. Have I not had enough? I admit a part of me is tired but there is another part of me (perhaps it is my Chinese roots) with a sincere desire to serve by opening up opportunities for others to grow professionally and find their way in DSI. This is my “pay it forward” scheme and, hopefully, a true demonstration of gratitude to those who had mentored and allowed me to grow professionally in DSI.

What Do I See Are Challenges Facing DSI?

My two-year stint as the Interim Executive Director of DSI has been illuminating. DSI has come a long way but there are major challenges that remain to be resolved.

For one, our membership... Membership size is not where it used to be. It is holding steady at approximately 1300 but the number is deceptive since core membership, those who renew year after year, is probably lower. The membership profile has also evolved as other functionally-oriented societies siphon away younger members who need to maximize reputational return on their travel budgets. On top of this, the ratio of members from institutions with a primary research agenda to those from institutions with a more balanced research-teaching agenda differs substantively from the past.

For another, the annual meeting of DSI is attracting a more diverse profile of attendees, whose needs extend beyond just research presentation and feedback. Many of the better attended sessions are teaching-oriented sessions and how-to workshops geared towards doing more rigorous research or engaging students better in and out of the classroom.

Many sign up and attend DSI for the first and only time because they know this is where interviews take place. Finally, DSI is not as nimble as it can be in reacting. Progress has been made but progress remains to be made. DSI still operates under the guidance of policies and procedures from before the dawn of Internet-enabled connectivity and communications.

NOMINATION LIST & STATEMENTS

What Then Is My Proposed Platform?

The President of DSI serves only one year. In that one year, it is naïve of me to promise that I can lead DSI to completely mitigate or implement breakthroughs to our challenges. I would rather under-promise and over-deliver than over-promise and disappoint you.

So, with this caveat in mind, here is my platform to begin to address our challenges.

1. Expand the DSI journal portfolio through Wiley, our strategic publisher partner

DSI currently has two highly-respected journals – Decision Sciences and Decision Sciences Journal of Innovative Education.

The need for more journals has been identified by previous Boards.

Attention on other issues, however, has not allowed DSI to move forward in growing the journal portfolio in a manner that does not cannibalize our flagship journals.

I believe we need to realize this aspiration of an expanded journal portfolio. DSI does an excellent job in providing oversight and transition of its journals. Our publications governance processes can be extended to other journals that are already in existence, thereby alleviating the huge setup costs involved in starting new journals.

As DSI brings journals (without an academic home) under its umbrella, the opportunity for authors and reviewer of these journals to find a welcoming home in DSI exists, as does the opportunity to offer additional publication outlets for current members. *To this end, a major initiative of my Presidency is to work with Wiley to bring other Wiley journals (without academic homes but well aligned with interest of DSI members) under the DSI umbrella; at least three highly-visible and niche journals have been identified that may be of interest to current and potential DSI members.*

2. Develop a three-year plan and budget to work on getting Decision Sciences listed on UT Dallas, Financial Times, and/or Bloomberg BusinessWeek

Decision Sciences is the flagship research journal for our society. DSI needs to not only protect the reputation of the journal but also craft a path to allow its inclusion in listings that are increasingly being used to make the case for tenure and promotion decisions. Prior boards are well aware of this imperative but a coherent, strategically-funded path remains to be charted.

3. I believe we need to help Decision Sciences break into the listings – whether UT Dallas, Financial Times Top 50, or Bloomberg BusinessWeek. The work cannot and should not fall on the editor; the job of the editor is clear . . . to source and publish high-quality, rigorous, impactful research that can be cited by scholars and the media using a fair and transparent

review process. Getting the journal onto one of these listings is a multi-year (at least three, in my opinion) game that must leverage our strategic partnership with Wiley. Doing this successfully, I believe, will help to attract new members and shore up the value proposition to current members. Let us be clear that this will happen in one year but I am hoping that a structure can be created and funding can be allocated to design and implement the path to being listed. *To this end, a second major initiative of my Presidency is to commission and financially support a three-year committee of “to-be-named distinguished scholars” whose charter is to work with Wiley to get Decision Sciences on one or more listings.*

3. Formalize the DSI mentorship program

An idea that emerged from the 2014 annual meeting in Tampa is for DSI to implement a mentorship program.

This is a great idea, in keeping with my own professional growth. I have been fortunate in that I had individuals who not only gave me opportunities to serve but also spend time socially to give me professional and personal advice. A story that many of you may know is the “how did Johnny get on the timeshare property bandwagon?”

Well, it started with Keong Leong at an annual meeting in Orlando, which led to investing in a Marriott timeshare property, a drive-through Las Vegas style wedding with Keong as best man, and my involvement with Decision Line as the Feature Editor for the International Issues column.

NOMINATION LIST & STATEMENTS

I believe we need to reinvest in these chance encounters that lead to deep personal and professional relationships. Doing this well continues the tradition of DSI being a friendly welcoming society – one wherein those more experienced influence those less experienced along personal and professional career paths. Doing this well is how DSI can attract new members and excite current members. **To this end, a third major initiative of my Presidency is to implement a formal mentorship program pairing DSI leaders and senior scholars with DSI members in their pre-tenure years; this program will culminate in a mentor-mentee gathering at the annual meeting each year.**

4. Enhance the placement service capabilities before and at the annual meeting of DSI

Our annual meeting competes, in format and in timing, with others (e.g., INFORMS, AMCIS, AOM, POMS, etc.). For a long time, the annual meeting of DSI stood apart because of its placement activities. This advantage is slowly being eroded.

Currently, DSI members (other than students) pay to identify themselves as available for placement; institutions seeking candidates pay to post their job descriptions. I believe that DSI should abolish this payment scheme and make it easier for job seekers and employers to match up, especially when those seeking placement and those seeking applicants are already members of DSI.

Similarly, at the annual meeting, setting up interviews between applicants and employers is a hassle for all parties. Imagine, instead, a platform that allows DSI members to post job description and CVs without interfacing with the DSI Home Office and that allows either party to identify blocks of available time for face-to-face interviews at the annual meeting. At many academic institutions, this latter capability is already in place as students reserve time with instructors and/or breakout rooms. **To this end, a fourth major initiative of my Presidency is to invest time and financial resources to revamp the placement-related policies and information system support.**

5. Modernize the policies and procedures under which DSI and the Home Office operates

DSI is nearing 50. In August 2015, the Board approved a cleaned-up version of the policies and procedures. The version prior to this numbered 270+ pages. The importance of this document cannot be overstated since it explains how and why DSI (i.e., the Board, the committees, and the Home Office) operates in the manner it does. Unfortunately, the document dates back to the 1979! The world around us has changed dramatically since. I believe DSI needs to examine its processes and procedures and rewrite policies and procedures that are enabled by the communications and internet technologies of today, if not tomorrow.

We need to question how we do our business and ask whether or not the technologies we have today can make our processes faster, more flexible, and more robust. To this end, my fifth and last initiative is to have DSI (Board and Home Office) review and revise policies and procedures with an eye towards enhancing customer service to DSI members who are individuals at one level and sub-divisions (i.e., regions) at a more aggregate level.

Concluding Remarks

I ask for your vote because I see an opportunity to continue to serve DSI and you. I believe my platform will move DSI forward without sacrificing its historical roots. I hope you agree and look forward to seeking your help.

DSI Member Activity

DSI Service Recognition

- 2015 Dennis E. Grawoig Distinguished Service Award from DSI.

DSI Home Office-Related

- Interim Executive Director for DSI (January 2015-October 2016).

DSI Board-Related

- Treasurer (2012-2014).
- VP-At Large (2008-2009).
- Regionally-Elected Vice President – Asia Pacific Region (2006-2008).

NOMINATION LIST & STATEMENTS

DSI Committee-Related

- Chair/Treasurer Finance & Investment Advisory Committee 2012, 2013, 2014
- Chair Publications Committee 1999-2000; 2010-2011.
- Chair Ad Hoc Committee on Regions and Meetings 2007-2008.
- Member:
 - o Programs and Meetings Committee (2013-2015)
 - o Finance & Investment Advisory Committee (2013-2014)
 - o Home Office Review Committee (2012)
 - o Development Committee (2012-2014)
 - o Doctoral Affairs Committee (1995-1997)
 - o Publications Committee (1997-1999; 2008-2011)
 - o Nominating Committee (2005-2007)
 - o Case Studies Committee (2006-2008)
 - o Ad Hoc Committee on Conference Planning (2002-2004; 2012-2013)
 - o Ad Hoc Committee on Strategic DSI Journal Portfolio (2012-2013)
 - o Strategic Planning for International Affairs Committee (2006-2008)
 - o Ad Hoc Committee on the Structure of the Institute (2003-2004)

DSI Conference-Related

- Keynote Speaker EDSI 2015 Conference in Taormina, Italy.
- Program Chair, 2014 Annual Meeting of the Decision Sciences Institute, Tampa, FL, USA.
- Coordinator, Instructional Innovation Award Competition, 2012 Annual

Meeting of the Decision Sciences

Institute, San Francisco, CA, USA.

- Coordinator, Elwood S. Buffa Doctoral Dissertation Competition, 2011 Annual Meeting of the Decision Sciences Institute, Boston, MA, USA.
- Best Case Studies Award Competition and Workshop Coordinator, 2009 Annual Meeting of the Decision Sciences Institute, New Orleans, LA, USA.
- Special Events Co-Coordinator, 2007 Annual Meeting of the Decision Sciences Institute, Phoenix, AZ, USA.
- Proceedings Coordinator, 2001 Annual Meeting of the Decision Sciences Institute

DSI Publications-Related

- Recipient “Outstanding Decision Sciences Journal Associate Editor” Award (2009 and 2011).
- Recipient 2004 Best Paper Award from Decision Sciences Journal of Innovative Education.
- Member Editorial board for Decision Sciences since 2004 (Editorial Review Board: 2004-2007; Associate Editor: 2007-Present).
- Feature Editor, International Issues Column, Decision Line, (2002 – 2007).

Sub Division-Related

- Served as the Secretary-General, Board of Directors, Asian Pacific Decision Sciences Institute (2003-2007).
- Treasurer, Board of Directors, Asian Pacific Decision Sciences Institute (2002-2003).

SECRETARY

Anand Nair – Michigan State University

DSI Member Activity

- Coordinator - Doctoral Student Consortium (2016 Decision Sciences Institute Annual Meeting, Austin, TX)
- Track Chair – Health Care Management (2015 Decision Sciences Institute Annual Meeting, Seattle, WA)
- Vice President – Publications Committee (2015 – 2017)
 - o Helped with strategic, structural, and process oriented direction-setting for the Decision Sciences Journal (2015)
 - o Facilitated the recruitment of the new Editor for the Decision Sciences Journal of Innovative Education (2016)
- Member, Publications committee (2014 – 2015)
- Chair – Professional Development Workshop titled, “What’s Trending: Cutting Edge Research Methods” (2014 Decision Sciences Institute Annual Meeting, Tampa. FL)
- Session Chair – “Relating outsourcing to performance of healthcare facilities” (2014 Decision Sciences Institute Annual Meeting, Tampa. FL)
- Judge – Best paper award competition. (2014 Decision Sciences Institute Annual Meeting, Tampa. FL)
- Associate Editor – Decision Sciences Journal 2013 – Present
- Judge – 2014 Elwood Buffa Best Dissertation Competition
- Track Chair – Supply Management (2013 Decision Sciences Institute Annual Meeting, Baltimore, MD)

NOMINATION LIST & STATEMENTS

- Track Chair – Manufacturing Operations Management (2012 Decision Sciences Institute Annual Meeting, San Francisco, CA)
- Judge - 2012 Instructional Innovation Award Competition (2012 Decision Sciences Institute Annual Meeting, San Francisco, CA)
- Session Chair – Manufacturing Operations Management Track Caucus (2012 Decision Sciences Institute Annual Meeting, San Francisco, CA)
- Judge – 2011 Elwood Buffa Best Dissertation Competition
- Session Chair – 2004 Decision Sciences Institute Annual Meeting, Boston
-

SECRETARY

Anthony D. Ross – *University of Wisconsin-Milwaukee*

DSI Member Activity

- Invited Panelist (2016), The Changing Climate of the Classroom, Annual Meeting of the Decision Sciences Institute, Austin, TX.
- Chair (2015), DSI Ellwood Buffa Doctoral Dissertation Award Competition, Annual Meeting of the Decision Sciences Institute, Seattle, WA.
- Chair (2013), DSI New Faculty Development Workshop, Annual Meeting of the Decision Sciences Institute, Baltimore, MD.
- Invited Panelist (2012), DSI New Faculty Development Workshop, Annual Meeting of the Decision Sciences Institute, San Francisco, CA.

- Invited Panelist (2010), Global Issues in Operations Management, Annual Meeting of the Decision Sciences Institute, Phoenix, AZ.
- Program Co-Chair (2010), Mini-Conference on Globalization, Annual Meeting of the Decision Science Institute, San Diego, CA.
- Committee Member (2008-2011), DSI Doctoral Student Affairs.
- Proceedings Coordinator (2008), Annual Meeting of the Decision Science Institute, Baltimore, MD.
- Track Chair (2007), Supply Chain Management, Annual Meeting of the Decision Science Institute, New Orleans, LA.
- Track Chair (1999), Management Science/Operations Research, Annual Meeting of the Decision Science Institute.
- Session Chair (1995-2006): Annual DSI Conferences.
- Discussant and Reviewer (1994-2000), Annual DSI Conference.

VP AMERICAS DIVISION

Ray Qing Cao – *University of Houston-Downtown*

DSI Member Activity

- Associate Program Chair, Decision Sciences Institute Conference, 2008
- Chair, Ad hoc Committee on Colleges, Decision Sciences Institute Conference, 2014 - 2015

- Session Chair, Supply Chain Management Track, Decision Sciences Institute Conference, 2012
- Session Chair, DSS/AI/Expert Systems Track, Decision Sciences Institute Conference, 2004
- Session Chair, Emerging Information Technologies Track, Decision Sciences Institute Conference, 2004
- Conference Proceedings Reviewer (average 2 per conference), Decision Sciences Institute Conference, 1999 – Current

VP AMERICAS DIVISION

Vijay R. Kannan – *Utah State University*

DSI Member Activity

- Vice President, 2009 - 2011
- Vice President, 2006 - 2008
- Editor, Decision Sciences Journal of Innovative Education, 2012-2016
- Editor, 'From the Bookshelf' Column, Decision Line, 2009-2011
- Associate Editor, Decision Sciences Journal, 2010 to date
- Publishing in DSJIE Workshop Coordinator, 2014 Annual Meeting
- New Faculty Development Consortium Coordinator, 2009 Annual Meeting
- Curricular Issues Mini-Conference Coordinator, 2008 Annual Meeting
- Doctoral Dissertation Competition Coordinator, 2002 Annual Meeting

NOMINATION LIST & STATEMENTS

- Track Chair, 1999 Decision Sciences Institute Annual Meeting
- Ad Hoc Committee on Marketing DSI Journals, 2016
- Publications Committee (ex officio), 2012 to date
- Ad Hoc Committee on Strategic DSI Journal Portfolio, 2012
- Nominating Committee, 2011-2013
- Strategic Planning for International Affairs Committee, 2009-2011
- Regional Activities Committee, 2006-2007, 2009-2011
- Innovative Education Committee, 2004-2006
- Doctoral Student Affairs Committee, 2001-2003
- Chair, Programs & Meetings Committee, 2000-2001
- Member Services Committee, 2000-2002
- Programs & Meetings Committee, 1999-2002, 2005-2007
- Ad Hoc Committee on Regional Financial Affairs, 1996
- Panelist, New Faculty Development Consortium, 2011, 2015 Annual Meetings
- Judge, Instructional Innovation Award, 2012 Annual Meeting
- Judge, Doctoral Dissertation Competition, 1996, 2007 Annual Meetings

Western DSI

- Past President, 2008 - 2009
- President, 2007 - 2008
- President Elect, 2006 - 2007

- Program Chair/Proceedings Editor, 2006 Annual Meeting
- Vice President - Programs, 2005 - 2006
- Chair, Best Paper Award Committee, 2013
- Track Chair, 2002-2004
- Judge, Best Graduate Student Paper Award, 2012
- Judge, Best Paper Award, 2011

Southeast DSI

- Vice President - Member Services, 2000 - 2002
- Proceedings Coordinator, 2001 Annual Meeting
- Vice President - Finance, 1996/97
- Track Chair, 1996, 1998 Annual Meetings

Other

- Session Chair
 - o International Decision Sciences Institute Meeting, 2013
 - o Decision Sciences Institute Annual Meeting, 2007, 2002, 2001 1993
 - o Southeast Decision Sciences Institute Annual Meeting, 2002, 2001, 1997
 - o Western Decision Sciences Institute Annual Meeting, 2001
- Manuscript Reviewer
 - o Decision Sciences Journal, 1995-2002
 - o Decision Sciences Institute Annual Meeting, 1994-1998, 2002
 - o Midwest Decision Sciences Institute Annual Meeting, 1994

- o Northeast Decision Sciences Institute Annual Meeting, 1994, 1995, 1999
- o Southeast Decision Sciences Institute Annual Meeting, 1997, 1999
- o Southwest Decision Sciences Institute Annual Meeting, 2011
- o Western Decision Sciences Institute Annual Meeting, 2001, 2008-2011

VP ASIA-PACIFIC

Ravi Kumar Jain – Symbiosis Institute of Business Management-India

DSI Member Activity

- Spearheaded Membership drives and coordinated Member services APDSI 2013, 2014, 2015
- APDSI member service committee
- Chaired /co-chair ISDSI conference 2012, 2013, 2014, 2016

VP ASIA-PACIFIC

Xiande Zhao – CEIBS-China

DSI Member Activity

- Member DSI Marketing Committee
- Member DSI Nomination Committee
- Member DSI International/Global Affairs Committee
- Member DSI Regional Activities Committee
- Ambassador to DSI Asia-Pacific Region
- Served as Chair, speaker/panelist for invited sessions for doctoral student consortium at Annual DSI conferences

NOMINATION LIST & STATEMENTS

- Associate editor for Decision Sciences Journal since 2010
- Conference Program Co-Chair 2018 Annual DSI Conference
- President APDSI 2008-2009, 2015-2016

VP MARKETING

Sri Talluri – Michigan State University

DSI Member Activity

- Conference Chair for the 47th Annual Meeting of the Decision Sciences Institute, Austin, Texas, November 2016.
- Member Nominating Committee, Decision Sciences Institute, 2014-2016
- Member DSI Publications Committee, 2009-2011.
- Member Decision Sciences Institute Programs and Meeting Committee, 2003-2005.
- Chairman of the Sub-Committee on conference arrangements at the Annual DSI meeting, 2003-2005.
- Panelist - Innovation Panel, DSI Conference, 2014
- Committee Member DSI Doctoral Dissertation Award, 2013
- Panelist - Editor's Panel at DSI Conference, 2012, 2013
- Panelist - Editor's Panel at International DSI Conference, 2013
- Committee Member for DSI Instructional Award, 2012

- Track Chair for Decision Models for Operations/Manufacturing at the 46th Annual Meeting of the Decision Sciences Institute, Seattle, Washington, November 2015.

- Track Chair for Decision Models at the 45th Annual Meeting of the Decision Sciences Institute, Tampa, Florida, November 2014.
- Track Chair for Supply Chain Management at the Midwest Decision Sciences Institute Conference, Toledo, Ohio, April 2005.

- Faculty participant for Doctoral Student Consortium at Annual DSI Conference- 2005, 2006, 2011, 2012
- Session Chair for Supply Chain Contracts at the 37th Annual Meeting of the Decision Sciences Institute, San Antonio, Texas, November 2006.
- Session Chair for Supply Chain Performance at the 37th Annual Meeting of the Decision Sciences Institute, San Antonio, Texas, November 2006.
- Session Chair for Supply Chain Performance at the 36th Annual Meeting of the Decision Sciences Institute, San Francisco, California, November 2005.
- Session Chair for Honorable Mentions of Case Studies in Operations Management at the 33rd Annual Meeting of the Decision Sciences Institute, San Diego, California, November 2002.

VP MARKETING

David Peng – University of Houston

DSI Member Activity

- Decision Sciences Institute Marketing Committee member 2016-2017
- Decision Science Conference Best Paper competition coordinator 2016
- Decision Sciences Institute Publication Committee member 2014-2016
- Decision Sciences Conference track chair 2015
- Decision Science Journal Editor Search Committee 2014
- Track Chair, Decision Sciences Conference 2014
- Panelist in new faculty development consortium 2013
- Judge for Elwood S. Buffa Doctoral Dissertation Competition 2013, 2014
- Panelist in DSI conference doctoral student consortium 2011, 2014
- Program committee member, Asia Pacific Decision Science Conference 2010
- Faculty development workshop coordinator, Asia Pacific Decision Science Conference 2009

VP TECHNOLOGY

Natalie Simpson – State University of New York at Buffalo

DSI Member Activity

- Recipient, Best Paper Award, NEDSI, 2016
- Co-Coordinator, DSI's Classroom Technology Sandbox, 2013.

NOMINATION LIST & STATEMENTS

- Coordinator, DSI's Mini-conference in Classroom Technology, 2012.
- Recipient, DSI's Best Case Study Award, 2005.
- Recipient, DSI's Instructional Innovation Award, 2004.
- Recipient, Decision Sciences Journal Best Reviewer Award, 2004.
- Ad-hoc reviewer for Decision Sciences and Decision Sciences Journal of Innovative Education.
- Alpha Iota Delta Member, 1994-present
-

VP TECHNOLOGY

Silvana Trimi – *University of Nebraska-Lincoln*

DSI Member Activity

Committee Member:

1. IT Committee: 2013-2015.
2. Nominating Committee: 2010-2011, 2013-2014, 2014-2015.
3. Strategic Planning for International Affairs Committee: 2010-2011, 2012-2013.
4. Program Committee: 2008-2009.
5. Doctoral Student Affairs Committee: 2007, 2008.

Track Chair

1. Artificial Intelligence: 2009.
 2. Session Chair: 2003.
 3. Session Chair: Western DSI, 2002.
-

VP PUBLICATIONS

Nallan C. Suresh – *State University of New York at Buffalo*

DSI Member Activity

- Senior Editor of Decision Sciences Journal (since February 2012); Recipient “Outstanding Senior Editor” award for 2013 for service to Decision Sciences Journal.
 - Coordinator Workshop for new authors on Publishing in Decision Sciences Journal at DSI National Meeting, Tampa, FL, November 2014.
 - Coordinator Workshop for new authors on Publishing in Decision Sciences Journal at DSI National Meeting, Seattle, WA, November 2015.
 - Coordinator Elwood Buffa Dissertation Award Competition for Decision Sciences Institute, 2010.
 - Member, Doctoral Student Affairs Committee, Decision Sciences Institute, since 2010.
 - Associate Editor, Decision Sciences, 2010 - 2012.
 - Served as Chair, referee and discussant for numerous papers presented at Decision Sciences Institute (DSI) National Meetings.
-

VP PUBLICATIONS

Jennifer V. Blackhurst – *University of Iowa*

DSI Member Activity

- Associate Program Chair, 2016 DSI Annual Meeting
- Board of Directors for Decision Sciences Institute, Secretary, 2015 – 2016, Decision Sciences Institute
- Track Chair, Supply Chain Design/Integration Track, 2015 DSI Annual Meeting
- Member, Selection Committee for 2014 Best Teaching Case Study, 2014 DSI Annual Meeting
- Member, Selection Committee for the 2014 Elwood S. Buffa Doctoral Dissertation Competition, 2014 DSI Annual Meeting
- Associate Program Chair, 2013 DSI Annual Meeting
- Associate Editor, Decision Sciences Journal, 2011 – present
 - o 2013 Outstanding Associate Editor Award, Decision Sciences Journal
 - o 2011 Outstanding Reviewer Award, Decision Sciences Journal
 - o Editorial Review Board, 2005 – 2010, Decision Sciences Journal

OFFICERS OF REGIONAL SUBDIVISIONS

SEDSI

President: Jason Deane, Virginia Tech

President Elect: Suzie Smith, Presbyterian College **Past-**

President: Shanan Gibson, East Carolina University

Program Chair: Reza Kheirandish, Clayton State

University

Program Chair Elect:

Secretary (2016-2017): Sara Bliss Kiser, Alabama State

University

V.P. Finance (2016-2018): Chris McCart, Roanoke

College

V.P. Member Services (2016-2018): Ali Nazemi, Roanoke

College

V.P. Planning & Development (2016-2017): Mauro

Falasca, East Carolina University

V.P. Publications (2016-2017): Shona Morgan, North

Carolina A&T University

V.P. Student Services (2016-2017): Laquanda Leaven,

North Carolina A&T University

V.P. Meetings: L. Drew Rosen, University of North

Carolina Wilmington

V.P. Web Services: John O'Malley, Georgia Southern

University

Archivist: George S. Lowry, Randolph-Macon College

WDSI

President: John Bell, University of Tennessee **President**

Elect: Natasa Christodoulidou, California State

University – Dominquez Hills Vice President 2017

Program: Albert Huang, University of the Pacific **Vice**

President, Member Services: Theodore Byrne,

California State University Dominquez Hill **Secretary/**

Treasurer: Sheldon R. Smith, Utah Valley University

Director of Information Systems: Salem Boumediene,
Montana State University-Billings

Immediate Past President: Debbie Gilliard,

Metropolitan State University of Denver

SWDSI

President: Hong Qin, The University of Texas Rio
Grande Valley

President Elect: Mohan Rao, Texas A&M University-
Corpus Christi

Past-President: Peggy Lane, Missouri Western State
University

Program Chair: Mark McMurtrey, University of
Central Arkansas

Program Chair-Elect: Khaled Alshare, Qatar University

Secretary (2016-2019): Kittipong Boonme, Texas

Woman's University

V.P. Finance (2015-2018): Michael Lane, Missouri

Western State University

V.P. Member Services (2014-2017): Matthew Lindsey,

Stephen F. Austin

V.P. Student Services (2015-2018): Victor Prybutok,

University of North Texas

Archivist: Mike Hanna, University of Houston

Clearlake

NEDSI

President: Joy Field, Boston College

Immediate Past President: Minoo Tehrani, Roger

Williams University

Program Co-Chairs: Minoo Tehrani, Roger Williams

University

Program Chair Elect: Doug Hales, University of Rhode
Island

Vice President - Communications: Linda Boardman

Liu, Boston College

Vice President - Member Services: Eric Stein,

Pennsylvania State University - Malvern

Vice President - Promotional Activities: Javad

Paknejad, Hofstra University

Vice President - Technology: Koray Ozpolat, University
of Rhode Island

Treasurer: Deb Sledgianowski, Hofstra University

Secretary: Gang Li, Bentley University

Archivist: Jennifer A. Swanson, Stonehill College Local

Arrangements Chair: Minoo Tehrani, Roger Williams

University

OFFICERS OF REGIONAL SUBDIVISIONS

MWDSI

Past President: David Chou, Eastern Michigan University

President: Jaideep Motwant, Grand Valley State University

President-Elect: Peggy Daniels Lee, Indiana University Purdue University – Indianapolis

Secretary: Sufian Qrunfieh, Eastern Michigan University

Treasurer: Jun He, University of Michigan – Dearborn

VP, Planning & Development: Joseph Muscatello, Kent State University O Geauga

VP, Publications: Mark Dobeck, Cleveland State University

VP, Member Services: Hongjiang Xu, Butler University

VP, Student Liaison: Sanjay Kumar, Valparaiso University

VP, Industry Liaison: Qiannong “Chan” Gu, Ball State University

Archivist: Xiaodong Deng, Oakland University

VP, Technology: Gene Fliedner, Oakland University

Program Chairs: Xiangling Hu, Grand Valley State University; Paul Leidig, Grand Valley State University

PAST DSI PRESIDENTS

2015-2016 - Morgan Swink, Texas Christian University
2014-2015 - Marc Schniederjans, University of Nebraska-Lincoln
2013-2014 - Maling Ebrahimpour, University of Rhode Island
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
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
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
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
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
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



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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. C.
Chervany, Norman L.
Clapper, James M.
Collons, Rodger D.
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. F.
Ilores, Benito E.
Flynn, Barbara B.
Franz, Lori S.
Ghosh, Soumen
Glover, Fred W.
Gonzalez, Richard F.
Grawoig, Dennis E.*
Green, Paul E.
Gro, Gene K.
Gupta, Jatinder N.D.
Hahn, Chan K.
Hamner, W. Clay
Hayya, Jack C.
Heineke, Janelle
Hershauer, James
Holsapple, Clyde
Horowitz, Ira
Houck, Ernest C.*
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Jacobs, F. Robert
Jones, Thomas W.
Kendall, Julie E.
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Keown, Arthur J.
Khumawala, Basheer M.
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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, Cli T.
Raiffa, Howard
Rakes, Terry R.
Reinmuth, James R.
Ritzman, Larry P.
Roth, Aleda V.
Sanders, Nada
Schkade, Lawrence L.
Schniederjans, Marc J.
Schriber, Thomas
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

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info@decisionsciences.org

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[Southeast Decision Sciences Institute Annual Meeting](#), Feb 22-24, 2017, Charleston, South Carolina. Program Chair: Reza Kheirandish, rkheiran@clayton.edu.

Midwest Decision Sciences Institute Annual Meeting, Apr 6-8, 2017, Grand Rapids, Michigan. Program Co-Chairs: Xiangling Hu, hux@gvsu.edu and Paul Leidig, leidigp@gvsu.edu.

Northeast Decision Sciences Institute Annual Meeting, Mar 22-25, 2017, Springfield, Massachusetts. Program Co-Chair: Minoo Tehrani, mtehrani@rwu.edu.

Southwest Decision Sciences Institute Annual Meeting, Mar 8-11, 2017, Little Rock, Arkansas. Program Chair:
Mark McMurtrey, markmc@uca.edu.

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