

DECISION LINE

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PRESIDENT'S LETTER

Upcoming Transitions for DSI



Maling Ebrahimpour, University of South Florida St. Petersburg

Dear Members, this is my first letter to you as president of the Decision Sciences Institute (or DSI as it's affectionately known by members). In each May issue of *Decision Line*, the new president is asked to write about the accomplishments of the previous DSI Board and then state his

or her goals for the year. Unfortunately, there is a more pressing issue to write about first. Regrettably, my presidency started with announcing the saddest news that I could have possibly shared with you: the heartbreaking loss of our long-term executive director, Carol Latta. Carol left us unexpectedly and I know we are all still shocked. I have received phone calls and e-mails from many of you who have expressed your sadness and sorrow at losing Carol. You will read a few of these messages in this issue of *Decision Line*.

I had the great fortune of knowing Carol for many years, and in the last 15 years I got to know her better as we worked on many different issues related to DSI. One thing for sure, Carol loved DSI with her whole heart. She devoted her professional life to this organization—she joined DSI in 1977 and in 1986 was named executive director—and played a major role in its growth over the decades. Our membership recognized her passion and dedication in 2003 when she was named a DSI Fellow.

Carol was a great mentor to many of us. Her uncompromising dedication to DSI will never be forgotten. In the last meeting of the Board, held in early June, members unanimously voted to establish an annual award in Carol's name to keep her memory alive. The **Carol J. Latta Memorial DSI Emerging Leadership Award for Outstanding Early Career Scholar** will be given out annually at the DSI conference. Everyone who knew Carol knows that she would want to ensure that DSI thrives under new leaders and continues to be a successful organization for many years to come.

In my president-elect statement that was included with the 2011 ballot, I wrote that with the support of the DSI member-

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Join us
November 16 - 19, 2013,
in Baltimore for
DSI's 44th Annual Meeting

DECISION LINE

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Vision Statement

The Decision Sciences Institute is dedicated to excellence in fostering and disseminating knowledge pertinent to decision making.

Mission Statement

The Decision Sciences Institute advances the science and practice of decision making. We are an international professional association with an inclusive and cross-disciplinary philosophy. We are guided by the core values of high quality, responsiveness and professional development.

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This is the first issue of *Decision Line* (DL) following the loss of our long-time executive director, Carol Latta. In these pages, as well as the next issue, we will be publishing notes and letters that we have received in her honor. Plans are also underway for a special event at the annual meeting in Baltimore. In this issue you will read remembrances by Hal Jacobs, Larry Ritzman, Ken Kendall, and Ram Narasimhan. I have also received many calls and messages from others expressing their sorrow for our loss. If you would like to share your thoughts and feelings with the DSI community, please send me e-mails, letters, and photos, and we will publish as many as possible in the October issue.

Also, in honor of Carol, the Board of Directors has created a new annual award, the Carol J. Latta Memorial DSI Emerging Leadership Award for Outstanding Early Career Scholar. Please read the announcement (see page 7), and nominate qualified individuals or encourage others to do so. We are planning to recognize the first recipient of this special award at the 2013 Annual Meeting.

In this issue, you will find information in the president's letter about the status of changes taking place in DSI. The two most important ones that will impact us for many years to come are the search for and appointment of a new executive director, and the installation of a new IT system that will streamline all activities of our organization from conference management and membership renewal to the daily operations of the Home Office, as well as all routine activities of a professional organization such as DSI.

In the special feature, Richard Schonberger provides a thought-provoking article about the danger for companies that have a long-term focus on growth strategy while disregarding other elements that can impact the

well-being of their organization. He cites VW as the latest example, while providing compelling examples from other organizations such as Toyota and IBM.

"In the Classroom" features an article by Kathryn Zuckweiler of the University of Nebraska who explains her experience of dealing with university-introduced iPads in the classroom. She describes how the lack of a prescription on how to use iPads for her classes helped her to develop her own process that led to successful learning strategies. You will find this article very interesting, and it might help you find your way to introducing new technology successfully in your classroom.

The "From the Bookshelf" feature by James Flynn of Indiana University examines Michael Lewis' book *The Big Short*. In his review, Flynn describes the book's exploration of how the sub-prime mortgage process developed, expanded, and finally collapsed. According to Flynn, the author identifies individuals who saw the collapse coming but were summarily dismissed by other voices. At the end, Flynn recommends this book for those who are students of finance or would like to be involved in investment and banking.

In the "Membership Round Table," Gyula Vastag of the University of Pannonia in Hungary introduces us to Carmela Di Mauro of the University of Catania in Italy, who is the secretary and treasurer of the European Decision Sciences Institute. I urge you to read this interesting piece and get to know Carmela. It is most interesting to see what attracted Carmela to DSI and how she sees it compared with other organizations such as EUROMA or EURO. She makes a point to state that the interdisciplinary nature of DSI is an attractive feature that draws scholars to our organization.

see EDITOR, page 23



Maling Ebrahimpour

is dean and professor of management at the College of Business at the University of South Florida Saint Petersburg. He is an active researcher and has authored or co-authored over 100 articles that have been published in scientific

journals and proceedings. Most of his work focuses on various issues of quality in both service and manufacturing companies. He received his PhD in business administration from the 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*.

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In Memorium: Carol J. Latta



Carol and Past President Ken Kendall at the 2007 DSI Annual Meeting in which she was honored for 30 years of service to DSI.

extending back 20 or 30 years) that you can't share in an e-mail. Tellingly, the stories were about the DSI people she loved and respected, of which there were many. With her passing, she takes with her an encyclopedic history of DSI.

What made Carol such an effective leader was, first, her intelligence to quickly grasp situations and find a process, usually involving collaboration, to arrive at an answer; and, two, her emotional IQ, which was off the charts. She worked with hundreds of DSI presidents and officers, understanding what made each tick and allowing each to flourish in his/her role. She always did this behind the scenes so they received all the credit.

She managed her staff in the same way. My 25+ years of service at DSI is a good example. I still recall my first interview with her and how she persuaded me that the low pay of a nonprofit professional association was more than made up for by working with smart, kindly academics and in an atmosphere conducive to raising a family. She was right. My life was much better for it.

Over the years, as I raised two sons and worked on creative projects on the side, Carol was always among the first to celebrate my achievements outside the office. She gave me the freedom to grow, the independence to telecommute beginning in 1990 (far in advance of most businesses), and the joy of allowing me to spend quality AND quantity time with my sons as they grew up.

Exquisite and memorable, Carol leaves a lasting legacy of professionalism, collegiality and friendships that make DSI what it is today: an association with an international reputation whose members rate the annual meetings highly because of the opportunity to meet friends and colleagues—an organization where her staff is absolutely committed to the organization's mission. Through her consummate skills and generous spirit, Carol Latta has made an indelible mark on higher education. ■

—Hal Jacobs, DSI Home Office

The staff at the DSI Home Office is still reeling from the news that our executive director, Carol Latta, unexpectedly passed away at her home on June 3. My last e-mails with Carol were, appropriately enough, about family. I had just returned from the Seattle wedding of my 26-year-old son, who was born three months after I began working with DSI. A few days before her death, I sent Carol a family photo because I knew how much she loved big festive times. She e-mailed back that she was sure that the "wedding was an exquisite and memorable event!"

Exquisite and memorable—those words also sum up Carol Latta. She brought these qualities to bear with effortless grace. And DSI was certainly the main benefactor of her gifts during her 36 years of service, with over two decades as executive director. The high point of each year was the DSI annual meeting, when Carol was on call for every waking moment of four days, yet her infectious smile and attention to detail never wavered.

Carol was a people person through and through. In an increasingly wired world of e-mails and social media, Carol was old school—she preferred phone calls. She actually wanted to reach out and touch someone, not just exchange information back and forth. She also believed that every situation was better off enlivened by the kind of stories and background details (sometimes

The Loss of a Dear Friend and Mentor

It is very sad news to hear that Carol Latta has passed on. She has meant so much for the Institute as a whole and for so many of us individually. I remember the meeting at San Antonio, when she was discussing with Dennis Grawoig, the “founding father” of DSI, her new position of executive secretary. As her duties expanded, she became executive director. She was a key person behind the scenes ever since, and all past presidents and so many members have appreciated her contributions. Six attributes that come to mind are:

1. **Caring, Loving, Supportive Personality.** She treated you as if you are the most special person in the world when you were a member, officer, or committee chair, going out of her way to help in any way possible.
2. **Institutional Memory.** Carol remembered the history of the Institute, decisions made in the past, and reasons for those decisions. This resource has proved invaluable over the years.
3. **Organization.** Carol presented the Board of Directors the most comprehensive meeting minutes and agenda, helping navigate the Board through some difficult choices. She always had the Home Office thoroughly prepared for “show time,” when each Annual Meeting began.
4. **Greatest Hostess.** Once a year, Carol would have the Board of Directors to her home after its meeting for a time of great fellowship and refreshment. She also hosted a dinner for past presidents and fellows after the President’s Reception which was well received.
5. **Kind Personality.** Carol presented a kind face and help to all DSI members at the Registration Desk and the Home Office. Everybody felt welcome.
6. **Locating Meeting Sites.** Carol had the ability to negotiate great hotel rates at wonderful locations for our annual meetings. Location and price has a positive impact on conference attendance.

Carol deserves a very special recognition this year at the Annual Meeting. She will be missed. ■

—Larry Ritzman
DSI Past President and Fellow

In Remembrance

You will hear many wonderful stories about Carol Latta when we assemble in Baltimore, but here’s a personal observation. My wife and I have known Carol since she started as executive director, but we really got to know her as a person after we received an award in the Innovative Teaching Award competition in 1992.

Carol took the opportunity to charm and convince Julie and me to get more involved with serving DSI. She encouraged me to serve as at-large vice president, then annual meeting program chair, and finally as president, and encouraged Prof.

Carol with some of her DSI family throughout the years.



Julie Kendall, my wife, to serve as at large vice president and treasurer.

Over the years I've noticed something very special about Carol—she really embraced all of the couples who came to DSI. She extended herself to every spouse that came to the annual meeting. She welcomed all of the couples to come to the usual Monday evening dinner she arranged at the annual meeting and made sure that every spouse who came to Atlanta during a board meeting or to a January board meeting would be an integral part of all of the evening's activities.

When I scanned the list of DSI Fellows, I noticed that I personally knew the spouse of three dozen Fellows. I also knew the spouses of many other active DSI members and looked forward to seeing all of the couples at the annual meeting. Reflecting on this, I can see why many of us love DSI as a society. The participation of couples in the annual meeting and board meetings is unparalleled. No other professional organizations welcomes and supports couples in the same way.

What I realized was that Carol Latta created a special family. Carol was never married and had no children, but she adopted all of us. After it was announced that Carol would be retiring in May of 2014, she expressed a concern that she would never be able to see us again. I know it was not just her professionalism and dedication to DSI that we will miss. We will miss her love for her DSI family. ■

—Ken Kendall

DSI Past President and Fellow

Excerpted from Carol's obituary:

Carol Jean Latta, 65, a long-time resident of Atlanta, GA, but originally from Atlantic Beach, FL, died suddenly June 3, 2013. Ms. Latta is survived by her two sisters, Diane Latta-Brandstaetter (Ray) of Atlantic Beach, FL and Kathi L. Rivers (Billy) of Macon, GA, a niece, Tyler K. Rogero of Asheville, NC. Carol was predeceased by her parents, Esther and Jay Latta, her brother Robert Latta, and her life-long companion, Neale T. Traves.

After graduating from Wesleyan College in 1970, Carol worked for The Research Group with her mentor, Jerry T. Horton. Since 1977, Carol has worked for Decision Sciences Institute where she was made Executive Director in 1986 and a Fellow of the Institute in 2003.

Those who knew Carol will remember not only her outward but her inward beauty, her warmth and sense of humor, her gentle spirit, her kindness and generosity.

In memory of Carol, a donation may be made to the Carol J. Latta Memorial Fund for scholars in the Decision Sciences who have served the Institute and its goals. Checks may be made out to the Decision Sciences Institute, Attn: Carol J. Latta Memorial Fund, 75 Piedmont Ave. Atlanta, GA, 30303.



Carol at the 2012 DSI annual meeting with Nadia Sanders.

I was thinking about Carol's passing last week. Needless to say it came as quite a shock to me. I have known Carol for over 35 years, ever since I became a member of DSI fresh out of the doctoral program. Over the years our friendship grew into something special. Carol was a member of our family as it were. She was warm, affectionate and friendly beyond description, not just to me but to all who knew her.

To many and to me, Carol and DSI were inseparable. She had the uncanny ability to welcome people into the DSI fold and make them feel at home. I had the pleasure of working with Carol in various capacities as committee member, chairperson of various committees, program chair, vice president and board member, as a fellow, editor of *DSJ*, and DSI president. In all these capacities, I had the distinct pleasure of working with Carol. She had a prodigious memory of all things DSI. She was a dear friend and colleague. Always sweet and with a charming smile, she represented DSI with pride and unequalled elegance. I had the distinct pleasure of being invited to her house in Atlanta, where, for years, Carol hosted a dinner for the board members. I was struck by her unique and enviable ability to make everyone feel at home. She had the ability to make everyone feel special.

The twinkle in her eye, the warmth of her smile, and her endearing personality will remain fresh in my memory so long as I draw breath. I shall miss her very much. I am saddened by her sudden demise. My heartfelt condolences are extended to her family. She will be sorely missed by all that knew her and most keenly by those of us who got to her call her a dear friend.

—Ram Narasimhan

DSI Past President and Fellow

Carol J. Latta Memorial DSI Emerging Leadership Award for Outstanding Early Career Scholar

The Carol J. Latta Memorial DSI Emerging Leadership Award for Outstanding Early Career Scholar will be awarded annually at the Decision Sciences Institute (DSI) annual meeting (each November) to one early career scholar in the decision sciences who has served the Institute and its goals.

The recipient will receive a plaque and a token financial award to be funded by DSI and its Carol J. Latta Memorial Fund (donations are welcomed, see below for more information).

To be eligible for consideration of this award you must be nominated by a faculty or an administrator, who must submit a letter detailing why the nominator is recommending the candidate along with the candidate's curriculum vita. Materials should be submitted by September

30 each year to the DSI home office:

**Carol Latta Memorial Award
Decision Sciences Institute
ATTN: Powell Robinson
75 Piedmont Avenue, Suite 340
Atlanta, GA 30303 USA**

A committee comprised of the immediate past president of DSI (Chair), the VP of Member Services, the VP of Professional Development, VP for Global Activities, and the recipient of the previous year's award will evaluate the applicants based on the criteria below.

Award Criteria

This award shall go to a scholar in the decision sciences disciplines who has earned his or her terminal degree (e.g., PhD, DBA, etc.) in the previous five (5) years. Evidence

of excellence in research, teaching, and service to DSI may be provided as an appendix to the letter of application (limited to five pages). Such evidence may include documentation regarding Institute-related professional service (DSI committees, reviewing, session chair, track chair, etc.), teaching evidence (teaching award, new course development, etc.), and scholarly research related to the decision sciences (publications in *Decision Sciences*, *Decision Sciences Journal of Innovative Education*, and other highly regarded journals in the decision sciences disciplines and presentations at DSI meetings). The awardee must be a member of the Institute in good standing.

These criteria will be reviewed annually by the awards committee, and recommendations will be provided to the Board for revisions to these criteria. ■

Guidelines for Contributions to the Carol J. Latta Memorial Fund

By Check—

Checks should be made out to the Decision Sciences Institute, noted "Carol J. Latta Memorial," and mailed to the Home Office at the following address:

**Decision Sciences Institute
Attn: Carol J. Latta Memorial
75 Piedmont Avenue, Suite 340
Atlanta, GA 30303**

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- Account Number: 3340 3129 7823
- Telephone Number: 800-432-1000

Each donor will receive a formal acknowledgement letter that can be used for tax deduction purposes.

Growth Obsession: Now VW?

by Richard Schonberger, Schonberger & Associates



Richard Schonberger

is an independent researcher, author, and speaker. He is author of 15 trade and text books, including *Japanese Manufacturing Techniques* (Free Press, 1982), the first book in

English detailing lean management principles and methodologies, and *World Class Manufacturing* (Free Press, 1986). His latest is *Best Practices in Lean Six Sigma Process Improvement: A Deeper Look* (Wiley, 2008). His 170-plus articles have appeared in a wide range of academic and practitioner periodicals (e.g., *Harvard Business Review*, *Wall Street Journal*, *Lean Management Journal*, *Quality Progress*, *Cost Management*). Following early years as a practicing industrial engineer, he joined the faculty of the University of Nebraska, becoming George Cook Distinguished Professor; he later became affiliate professor in management science, University of Washington. Richard's honors include: 1995 Academy of the Shingo Prize; 1990 British Institution of Production Engineers' International Award in Manufacturing Management; and 1998 IIE Production and Inventory Control Award. Schonberger is on the editorial boards of six business/academic journals. Currently, he is director of the "Global Leanness Studies" and the "World Class by Principles" international benchmarking project.

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Is Volkswagen now engaging in the same strategic folly that reduced Toyota from "the best" to "good"? What happened at Toyota—a decade of increasing quality issues, with a doubling of corporate inventories and decreasing profitability—is owed, in the opinion of company president Akio Toyoda, to an excessive focus on market share and profits.¹ Blogger Bill Waddell put it more bluntly: "A few years ago, Toyota changed its focus and started trying to become the biggest car company rather than the best."²

Now, with Toyota licking its wounds and striving to regain its long-standing conservative posture and operational excellence, the all-out-for-growth bug looks to have infected Volkswagen. In the past few years, most stories in the press about Volkswagen include a statement along the lines of: The "VW Group has declared its intention to become the global leader, overtaking Toyota by 2018."³

To be sure, it is difficult in publicly-held companies not to listen to the siren song of rapid growth; it makes the stock price soar with rippling, enriching effects. When growth is a result of core excellences, it is a success formula that can't be beat. Growth for the sake of growth—as had been the case at Toyota and currently, it seems, at VW—however, dictates dominant uses of money, time, and attention. With abandon, the manufacturer hires people, builds factories, and adds product models and options, with profitability often taking a back seat as long as an increment of sales, however small, is generated. Budgets favor promotion and advertising over training and development. Simplicity gives ground to complexity, thoroughness to expediency. Bonuses revolve around the top line and

market share. And inventories soar. Exhibit 1 displays the long-term plunge of inventory turnovers (cost of goods sold ÷ value of inventory) at Toyota and VW, even as both automakers' sales revenues rose apace.

It is easy for executives, boards, and the financial community to disregard the inventory numbers when sales and market share, and probably stock prices, keep rising. Growing inventories, though, are hiding places for myriad ills. Common causes of inventory growth include over-taxed resources that produce scrapped/reworked/defective parts and products, sometimes resulting in mass recalls. Inventories balloon because of shaky management of new products, customers, suppliers, and shipping channels. Accompanying those factors, schedules get out of synch with demand, resulting in wrong quantities, timing, and mix of items in the product line.

On the other hand, when a company pursues rational, well-managed growth, its inventories, *t*, should rise no faster than sales. Wal-Mart—pre-eminent in value-chain management—grows its inventory much slower than sales: Between 1986 and 2012 its sales rose 46-fold, inventories only 29-fold.

But back to VW. Is the company facing a comeuppance? To answer, we may consider IBM, another precedent—besides that of Toyota—for the scenario of pell-mell-growth-induced decline.

In Exhibit 2 we see on the right Toyota's soaring sales and plunging inventory turns, and on the left a strikingly similar though more extreme pattern at IBM 30 years earlier. IBM's 24.8 turns in 1961 equate to a remarkable (especially in the pre-just-in-time/lean manufacturing era) two weeks of total inventory on the

balance sheet. Twenty-four years later, its turns had bottomed out at 2.1, or six months of inventory. For a few years IBM paid no stock-market penalty for this indicator, which, at least in hindsight, is suggestive of its losing operational control of the business. By the 1970s, however, IBM's common stock price was fluttering downward, perhaps because investors could no longer ignore the large cash flows eaten up by growth of inventory. Net earnings, though, were still on the rise. Then in 1984, coincident with IBM's worst-ever inventory turnover, earnings began to fall—all the way to red ink in 1991, 1992, and 1993. Toyota experienced similar hits to the bottom line when its net income went negative in 2009. Neither company had net losses any time in modern history other than in those years.

If Volkswagen continues on the path of hyper-growth, we might expect that within a few years investors will become alarmed by cash sucked up year by year to fund the growth of inventory. Difficulties in managing all the growth should be showing up as quality issues and market missteps, hitting VW's profitability a few years later. Complexity issues at VW are surely compounded already by the many nameplates it owns—what General Motors found itself swamped by not many years ago. Besides its own VW models, the automaker's lineup includes, through acquisition over the years, Audi, Seat, Skoda, Porsche, Bentley, Bugatti, and Lamborghini, plus a 75% interest in Scania.

Is Volkswagen doing anything to counter this script? Maybe. There's been a lot of talk in the car-industry press about VW's development of the MQB (modularer querbaukasten), translated as "modular transverse matrix": commonized front-wheel-drive components for multiple "platforms."⁴ MQB may be good medicine for coping with production-side complexities relating to high numbers of models. That, though, may just reduce VW's management difficulties to rough parity with what Toyota and IBM faced in their periods of inflated hubris.

Exhibit 1. Inventory Turnover and Annual Sales for Volkswagen and Toyota.

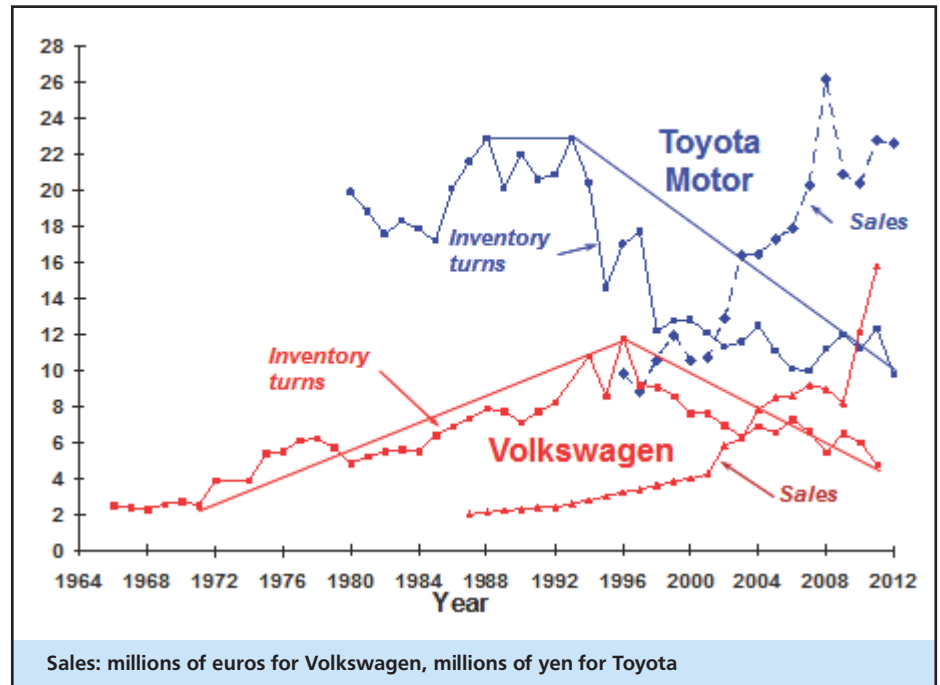
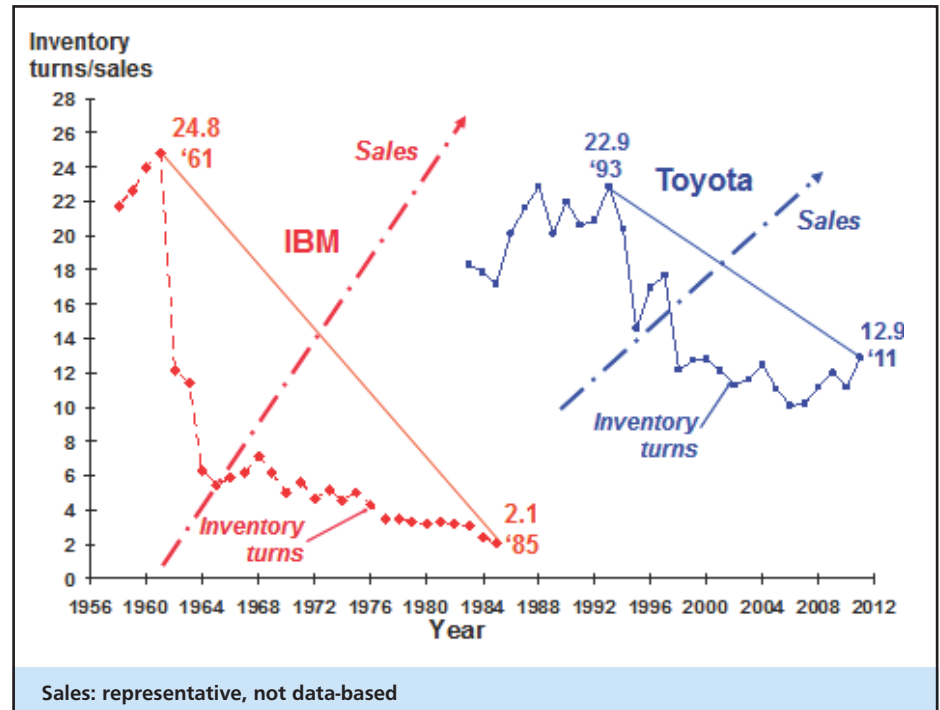


Exhibit 2. Rising Sales and Shrinking Inventory Turns at IBM and Toyota.



To sum up and clarify, the intent here is not to question growth as a prominent and desirable element of company strategy. Rather, supported by three notable examples, when growth rises above all other strategies, the company is likely to experience serious, long-term backlash. That is because much of what the company has been good at producing, and most of its efforts toward continuous improvement, internal and in the marketplace, are compromised—shoved down the priority list. Companies are wise to pursue growth. It provides loads of wiggle room and funding for implementing new initiatives, while retaining best people. The wiggle room becomes herky-jerky confusion, though, when growth strategy trumps all else.

Endnotes

1. Norihiki Shirouzu, "Toyoda Rues Excessive Profit Focus," *Wall Street Journal*, March 2, 2010, B3.
2. Alex Anderson, "The Lean Paradigm Shift," *Automation World*: www.automationworld.com/print.php?id=6822 (found April 16, 2010).
3. Alex Taylor II, "VW's Grand Plan," *Fortune*, October 18, 2010, 24.
4. Michael Robinet, "Beyond Global Platforms," *Automotive Design and Production*, August 2012, p. 8. "Volkswagen Group MQB Platform," Wikipedia, Sept. 26, 2012. ■

FUTURE DSI ANNUAL MEETINGS

- 2013 November 16-19, Baltimore**
Marriott Waterfront,
Baltimore, MD
 Program Chair: Funda Sahn,
 University of Houston
- 2014 November 22-25, Tampa**
Marriott Waterside Hotel &
Marina
- 2015 November 21-24,**
Sheraton Seattle Hotel,
Seattle, WA

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Customer Protection, offered by Catania University, and the other on Evaluation Methods for Investments and Policies, offered by a consortium of Italian universities.

Carmela has served as executive board member for the Italian Evaluation Society (AIV) and was a member of the editorial board supervising the society's publications. She joined EDSI in 2010, when it started. In 2011, she served as Vice-President for Southern-Europe; since 2012, she has been member of the Executive Board. She is program chair of the European Decision Sciences Institute Sixth Annual Conference, to be hosted by Catania University in Sicily in 2015.

Carmela (CDM) was interviewed by Gyula Vastag (GV), DSI Vice President for Europe.

GV: What do you expect from EDSI and how do you view its position among the many other competing organizations?

CDM: I joined EDSI since its onset in 2010. I see EDSI as a vehicle for professional growth, because of the high standard of the conferences that EDSI organizes and the possibility to interact

with high quality scholars. I hope in the future we will be able to enlarge our range of activities to include also educational events or highly specialized workshops.

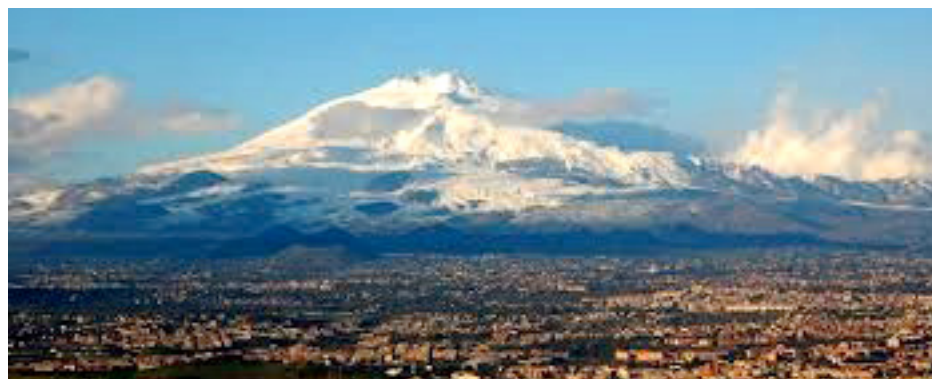
With respect to other competing organizations operating in Europe, such as EUROMA or EURO, the value added of the Decision Science Institute is certainly its interdisciplinarity. I hope the Institute will maintain this openness towards all disciplines that can contribute to organizational decision making, both private and public. A rapidly changing world entails that we sometimes run short of theories to explain these changes and to predict their evolution. We must stand

ready to borrow these theories from disciplines as diverse as physics or sociology.

GV: What are your personal interests? What do you like to do in your spare time?

CDM: Work and my kid leave me with little time for myself. In the evenings I am a keen reader and especially a great lover of contemporary American literature. In the weekends I enjoy sailing together with my family with our old 39 feet, or I go walking up on Mount Etna. We live just under the volcano and in half an hour you can be right in the middle of nature. ■

Mt. Etna on the east coast of Sicily, Italy.



■ KATHRYN M. ZUCKWEILER, Feature Editor, University of Nebraska at Kearney

Down the Rabbit Hole: Adopting iPads in My Classroom

by Kathryn M. Zuckweiler, Feature Editor, University of Nebraska at Kearney

I had heard the news and read the reports that claimed giving students computers (laptops, iPads, etc.) increased student engagement, improved performance, and just generally helped students learn. These were catchy, appealing claims that caught the attention of many educators and set off a frenzy in many schools to give each student a computer. My university was one of these.

During the 2012-2013 school year, our university began to roll-out an Apple iPad initiative. Members of the administration, IT Services staff, and select faculty reviewed various options and chose to adopt iPads for our campus. Over 500 students and approximately 23 faculty were issued iPads for the fall semester. Those numbers grew to over 1,700 students and 52 faculty for the spring semester. Faculty participated in a four-day training workshop to learn to use Apple software and services to enhance their teaching and student learning. Students were issued their iPads in the days immediately preceding each semester and were allowed to use the iPads for educational and personal uses largely without limitations.

I was one of the faculty invited to participate for the Fall 2012 semester. I was intrigued by the iPad hype and wanted to experiment with its potential to improve my teaching and my students' learning, so I jumped at the chance to be an iPad faculty member. I went to the training workshop and read about others' experiences teaching with iPads.

As I read and learned, I realized that a key piece of the puzzle was missing from the literature and training sessions—HOW did iPads or similar devices deliver the promised gains in

student engagement and performance? People (Apple trainers and various authors, among others) said that students who had computers or tablets or similar devices achieved greater educational outcomes—the inputs and outputs of the old black-box process model—but nobody explained what happened in the black box to transform the inputs into outputs.

As I considered how to use iPads in my classroom, this lack of prescription was both a blessing and a curse. I couldn't find a prescriptive model that I could attempt to replicate, so I had to develop my own approach and find what worked for me. In the following paragraphs, I'll describe my approach to using iPads in my MBA operations management classroom to increase student engagement and improve student learning.

The Course

My Fall 2012 iPad course was Operations Management for MBA students. The students in the course came from a variety of professional and educational backgrounds, and not all of them had an undergraduate degree in business. We were scheduled to meet one evening each week during the 16-week semester. Some of the students in the course traveled more than 100 miles (one-way) to attend class each week.

The Set-Up

I decided early on that my approach to using iPads to facilitate teaching and learning would hinge upon mobility. I wanted to structure the course so that if students had their iPads and Internet ac-



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is an associate professor of management at the University of Nebraska at Kearney. Her research focuses on process selection and improvement, quality, project management, and online education. She has published in such journals as International Journal of Production Research, 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.

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cess, they had full ability to access course materials and complete course tasks. I had a hunch that student engagement would increase if they could interact with the course at short intervals throughout the week when they had a few spare moments. I wondered also if many short interactions with course materials rather than fewer, longer study sessions would improve student learning and comprehension because they would have time to assimilate what they learned between sessions.

I set two parameters for iPad apps that I asked students to use. First, given the rising cost of education, I would only ask students to use free apps. Second, I would only ask students to use apps that interfaced with both Apple and Windows computers because many of the students used laptops in addition to their iPads and I wanted course content and tasks to be accessible across platforms. With these parameters in mind, the initial list of apps that I asked students to download included Blackboard (our campus' learning management system), Collaborate (the web-conferencing tool for Blackboard), VoiceThread, Dropbox, Evernote, and a PDF reader. As the semester progressed, I added a calculator, CloudOn, and Puffin Free (a web browser that can handle Flash video) to the list.

Course readings were collected in the university library's electronic reserves and consisted of PDF versions of articles from academic and business publications and PDF-format excerpts from books. One of our librarians told me recently that faculty can put up to 10 percent of a book on electronic reserve (posted in PDF format by library staff to the electronic reserve database) without violating copyright laws. I've taken full advantage of this permission to select relevant and targeted readings that are available at no cost to students. E-books are another growing option for low- or no-cost electronic delivery for course reading materials.

Course assignments consisted of case analyses, simulations, and a variety of presentations and written reports. The cases and simulations were part of a Harvard Business School Publishing

course pack that students could access electronically. The cases (and associated spreadsheets) could be downloaded onto the iPads and the simulations could be run on the iPads using the Puffin web browser. Using Puffin was important because the sims required Flash, and Puffin is the only iPad-compatible browser I found that could handle the Flash necessary for the sims to run correctly.

Class time was spent more on discussion, demonstration, analysis, and "doing," rather than on lecture. Students were expected to read the cases, articles, and book excerpts each week prior to class and arrive ready to roll up their sleeves and work during our weekly class meetings. They were asked to bring their iPads to class, and we used them every week to retrieve information, watch videos, work on case analyses, give presentations, build spreadsheets, etc. I should note that prior to the start of the semester, IT Services staff ensured that our classroom had sufficient bandwidth to enable students to access the Internet with all their devices (iPad, phone, laptop, etc.).

How it Worked

Use of the iPads during class was uneven early in the semester. Some students embraced the iPads right away and couldn't imagine how they'd ever lived without one. Other students only turned them on when they walked through the door at the start of class. I was somewhere in the middle. I still used my laptop to create and organize course content and to grade student work, but I frequently used the iPad to ensure that course materials were presented and accessible the way I wanted them to be.

As the semester progressed, iPad use increased for all of us. Students relied more on the iPad to access course materials and communicate about course projects (often using discussion boards in Blackboard or Collaborate, our web-conferencing tool). They also reported greater adoption of the iPads for personal use. Many of them downloaded apps of personal interest, used the iPads to stay in touch with friends and family, and used

them for other courses that weren't part of the iPad initiative.

It took me a while to learn how to effectively incorporate the iPads into our activities. Like always, I had key "take-home" points for each course topic and a general idea of how I wanted the learning to progress. Using the iPads to supplement course discussions by asking students to find answers to their questions increased both the quantity and depth of information contributed to our discussions, and the likelihood that somebody would find a piece of information that was tangential or misleading. I learned to be more flexible and at the same time, more vigilant in guiding discussion. Striking this balance was a challenge for me at times, but I think the flexibility allowed students to ask questions and follow paths that they may not otherwise have traveled.

The iPads also seemed to help the students learn from each other. This became evident with our first case analysis. That case required a fairly detailed financial analysis in addition to the operations aspects and some of the students had not yet taken the MBA-level finance course. Questions about the financial analysis were raised in class and prompted the addition of a calculator to the app list. One of the students found a free financial calculator app that everybody downloaded. Then two of the students led the class through a brief session on computing financial ratios and a few other metrics relevant to the case. This set the tone for the rest of the semester. Students freely shared apps they found and approaches they used to work on class activities, which positively contributed to the group's learning and engagement. Additionally, it broadened the scope of possible ways to approach problems and cultivated students' cognitive flexibility.

While the students engaged more with the readings and cases than in the pre-iPad courses, the simulations really demonstrated the value of iPads to student engagement and learning. We ran three Harvard Business School Publishing simulations during the semester. Each was introduced in class and required a written analysis submitted after the sim

ended. Each of the sims had multiple iterations or scenarios that students had to work through on their own time. Students reported interacting with the simulations frequently, which was corroborated by the usage data recorded by the sim.

Student Engagement

I downloaded usage data for the Blackboard course site and the sims at the end of the semester. The Blackboard activity report showed that students accessed the course daily during the week for an average of 90 minutes each time (usage on Friday was lowest with students accessing the course for only about 10 minutes on that day). This pattern was more evenly distributed throughout the week and for shorter durations than in non-iPad courses.

The usage pattern with the simulations was more interesting. I had used simulations in the past and while students almost unanimously liked them, they typically spent a long evening or two right before their written report was due working through all the iterations of the sim. I saw a significantly different pattern with the iPad class. The usage logs for the sims showed that students accessed the sims multiple times each day for approximately 15 to 20 minutes each time. This was enough time to run through one scenario or iteration and view the outcomes reports. In class, the students talked about how they would change a parameter or two, see the outcome and then think about what they needed to do to achieve a better outcome. One of the sims scored the students on their performance and several rather sheepishly admitted to spending a lot of time trying to improve their performance in the sim to maximize their scores. They noted in passing that the iPads made this type of interaction very convenient because they could quickly and easily work on the sim anywhere they had Internet access.

When we debriefed the simulations in class, it became apparent that the time students spent experimenting with the parameters translated into deeper understanding of the underlying concepts and

applications. There was lively discussion about what students did, what worked (and what didn't), why it worked (or didn't), and how these findings could be applied to their current and future jobs. The students had fun while learning, which was facilitated by the ease of use and mobility afforded by the iPads.

Student Performance

As I mentioned, this was a very diverse class with a wide range of experiences and backgrounds. Some had analyzed cases in prior classes, some had not. Some had prior coursework in business, some did not. Initially, the breadth of experience was reflected in student performance. While admittedly only a partial measure of student performance, grades on the first case analysis ranged from A to D. As students learned to use the iPads more effectively, their performance (and grades) improved. They took greater responsibility for their own learning and took initiative to work collaboratively with their classmates, which led to higher levels of performance in course discussions and on presentations and written assignments. Collectively, student performance reached higher levels at a faster rate than what I've experienced in prior classes. That said, I think it would be incorrect to assume a direct correlation between iPads and student performance.

Based on my observations and comments from my students, I think performance improved as they learned to utilize the technology to learn. For example, some students had never written a case analysis and didn't know how to approach it, while, as mentioned, others had not yet taken the finance course and needed help with financial analysis. The combination of iPads and Internet access put nearly any information they needed at their fingertips in an easy to use and useful package. Further, the apps we used allowed them to capture the information (using Evernote, CloudOn, or a PDF reader) and store it (using Dropbox or a similar service) where it could later be accessed from their laptop or desktop computer.

Some Final Thoughts

Ultimately, in this course, there was a relationship between student engagement, learning, and performance that was anecdotally moderated by the iPads. As they moved down the iPad learning curve, students demonstrated more engagement with course materials and activities, which contributed to greater learning and improved performance. The students also took more responsibility for their own learning as the course progressed. By finals week, they all agreed that the iPads were a positive addition to the course.

While iPads command a large share of the tablet computer market, I don't think the gains experienced in this course were limited or unique to one particular device. The key element is giving students access to technology, especially the Internet, in a convenient, portable, user-friendly package and encouraging them to play with it. From my perspective as a faculty member, knowing that all of my students are equipped with the same device and apps and able to access course materials any time, anywhere creates new and exciting teaching opportunities.

I began this journey a year ago with curiosity and skepticism. I've learned a lot and had some encouraging successes (and some failures—not everything works as hoped on tablets!). I was fortunate to have an iPad class again in Spring 2013—the undergraduate Operations Management course—and have requested an iPad course for Fall 2013. My university, like many others, is still discussing options such as whether to stay with one type of device exclusively, and whether to continue to lease devices to students or move to a bring-your-own-device (BYOD) arrangement. I don't know where this path leads, but I'm convinced that having technology literally in hand leads to positive gains in student engagement and performance. While they can be frustrating and even a little intimidating, I encourage you to pick up a tablet and play with it; explore how it can improve your teaching and your students' learning. I'm glad I did. ■

■ E. JAMES FLYNN, Indiana University, Indianapolis

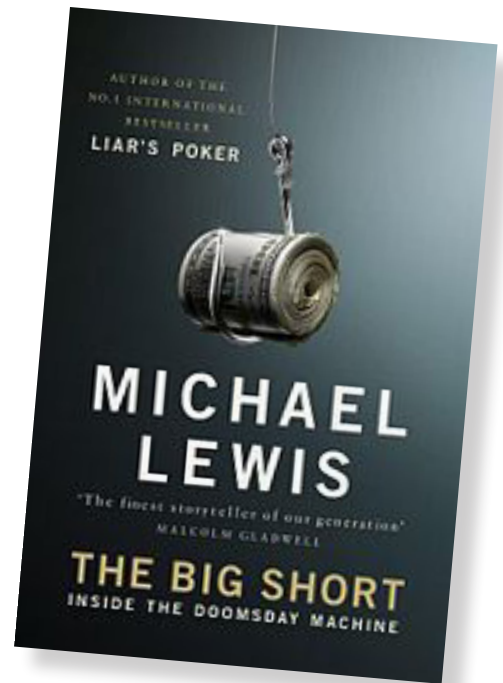
Book Review: *The Big Short*

by E. James Flynn, Indiana University, Indianapolis

Each of us has vivid memories and strong opinions about “The Great Recession.” In *The Big Short*, Michael Lewis tells a compelling history that goes back to the 1980s to lay the groundwork and background of how public policy, government agencies, banks, mortgage companies, investment banks, financial managers, home builders, some real estate agencies, investors, and security rating agencies all contributed to the housing and debt bubble that lead to the great recession. By providing this historical perspective, Lewis tells a compelling story of how the conditions were created, the practices used, and oversights that made the great recession inevitable.

Lewis begins by going back to his early career on Wall Street, which he documented in more detail in his earlier book, *Liar’s Poker*, noting, “Not for a moment did I expect that the financial 1980s would last for two full decades longer, or that the difference in degree between Wall Street and ordinary economic life would swell to a difference in kind That the mortgage bond invented on the Salomon Brothers trading floor, which seemed like such a good idea at the time, would lead to the most purely financial economic disaster in history” (pp. xiv-xv, 2011).

Beginning the book with the story of how Steve Eisman understood the approaching disaster long before it became obvious to the vast majority of analysts, Lewis unravels the strands of this story with directness, ease, and simplicity. It turned out that Eisman, the central character in the book, did not have the career path of a typical analyst.



The Big Short: Inside the Doomsday Machine
Michael Lewis, New York: W. W. Norton, 2010

This, along with a generally contrarian personality, helped him to look thoroughly and skeptically at the financial instruments and recommendations that appeared from the “specialty finance” companies that began to emerge in the early 1990s to fund sub-prime mortgages.

By introducing many of the people who played major roles in the financing of sub-prime mortgages such as Eisman, Michael Burry, and Meredith Whitney, among others, Lewis makes the story more dynamic and engaging than merely repeating the details that make up the chronology of the development, emergence, expansion, and collapse of the sub-prime mortgage era.



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is Clinical Professor of Management at the Kelley School of Business, Indiana University, Indianapolis. He received a PhD from Indiana University, MBA from the University of North Carolina

at Chapel Hill, and BS from Indiana University. His articles have received recognition from the Technology and Innovation Management Division, Administrative Sciences Association of Canada (Best Paper Award); Academy of Management Annual Meeting (Nominated for the Carolyn Dexter Award for Best International Management Paper); Production/Operations Management Division, Academy of Management Annual Meeting (Best Paper Award); Decision Sciences Institute Annual Meeting (Finalist for Best Paper); and Organization and Management Theory Division, Academy of Management Annual Meeting (Best Paper Award).

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This enables Lewis to go into details of how the underlying decisions that drove this era were made. An added benefit of this style of writing is that the nature of the flawed decisions is more powerfully presented. Also, he is able to describe how a 'conventional wisdom' emerges and expands across the mortgage and related (home building, buying) industries.

Lewis explains how the mortgage bond is different from other types of bonds; in particular, it was created out of set of mortgages which the borrowers could repay at any time they wished. They would do this when interest rates dropped and they refinanced their mortgages. To reduce the risk of early payment, which would increase in a period of lower returns for investors, Solomon Brothers came up with the mortgage idea of pooling mortgages and then carving up the payments into units called *tranches*. The tranches were packaged into different risk and return levels, "now more and more of the liabilities could be turned into bits of paper that you could sell to anyone" (p. 8).

The advantage to borrowers was that by pooling bonds, costs would be lower. Thus, the costs of second mortgages and loans to more risky buyers (eventually extending to sub-prime borrowers) made financing home purchases less costly than it would be otherwise. The extent of involvement of government agencies such as Fannie Mae, Freddie Mac, and Ginnie Mae created a pool of assets—their mortgages—that were taken as government guarantees. Lewis notes that concurrently bonds markets were developing in all sorts of other forms of future cash-flow-based assets, for example, credit card receivables and auto loans. Thus, mortgage bonds were seen as an extension of an already existing product type.

As the history of the mortgage bond market unfolds, Lewis keeps a personal focus on it by introducing more people who played key roles in the story. As I

read about them, I could see how some of them resembled students and professionals I have known at times. There are heroes; there are the blind who take a concept and use it everywhere; the technicians who get into the details of how it really works, but never stop to ask if it is the correct thing to do at this place and time; and there are a few more nefarious types who realize the inherent risks, but who do nothing about it because they see how they can benefit from it.

Throughout all of this, Lewis is able to present a complex story, with complex points, in a style that is easy to read, comprehend, remember, and cause the reader to ask why more people didn't see this was getting out of hand earlier. Retelling Eisman's story, among others, one is left to wonder why so many people did not see what they saw, and why those who did, did not respond similarly.

One of the parts I found especially interesting was how Eisman and some others foresaw how the mortgage bonds would begin to deteriorate dramatically in 2004-2005. Within professional circles, many of them were outspoken, but were dismissed by the majority. The irony of this was that they explained that they used the logic and nature of the underlying assets (including the growing sub-prime market this point) of the products as the basis of their concern. They attempted to show others that the logic of the market's assumptions was flawed and, as a result, the numbers behind the long-term projections of these products were not realistic.

The unwillingness of so many to investigate the assumptions of the products and recalculate possible results under the different assumptions was somewhat disconcerting to me. It reminded me of occasional conversations with students and others whose mantra appears to be "don't confuse me with the facts; my mind is made up."

From that point in 2003, Lewis follows the eventual and, to people like Eisman, inevitable collapse of the mortgage-backed securities market. At this point, names, events, dates, and companies become more familiar. We are invited to witness from a different perspective the decline and collapse of the mortgage security market, many of its key firm players and supporting firms. All the while, we are reminded the Steve Eisman continued to raise his voice and concerns, even when people would not listen. As Lewis notes, by the spring of 2008, "There was now hardly an important figure on Wall Street Eisman had not insulted or tried to" (p. 229).

At the end of the book, with obvious cynicism, Lewis claims that parties who had created the collapse of the financial markets were stating that what really happened was a "crisis in confidence" that had resulted, ironically, from the fact "that Lehman Brothers had been allowed to succeed" (p. 262). By that, he meant the decision years earlier by the partners at Solomon Brothers to go public (and then imitated by other investment banks), thus changing the risk carriers of the investment bank activities from the partners to the stockholders and, by extension, the whole of society. This is reinforced with comments from John Gutfreund, the man who took Solomon Brothers public.

The analysis and detail, along with a very conversational writing style makes *The Big Short* such an interesting and informative book. Everyone who was impacted by the "Great Recession," has an opinion about it, or teaches students who might end up in investments and banking, should read this book. It is not only the history covered that is important; it also is the depiction of the mindset that drove much of the action, the willingness of so many, who should have known better, to be sucked into the process without a really rigorous analysis. ■

■ GYULA VASTAG, University of Pannonia/Corvinus University of Budapest

Portrait of Carmela Di Mauro, Secretary and Treasurer of the European Decision Sciences Institute, University of Catania, Italy

by Gyula Vastag, University of Pannonia/Corvinus University
of Budapest



Gyula Vastag

is a professor in the Department of Management/Faculty of Business and Economics at the University of Pannonia in Veszperem, Hungary. He

received both the PhD and the DSc degrees at the Hungarian Academy of Sciences. He has co-authored two books, *ISO 14000: Assessing Its Impact on Corporate Effectiveness and Efficiency* and *Global Manufacturing Practices: A Worldwide Survey of Practices in Production Planning and Control*. He has published articles in *Business Horizons*, *California Management Review*, *European Journal of Operational Research*, *European Management Journal*, *International Journal of Operations and Production Management*, *International Journal of Production Economics*, among others. He is also a member of the *International Society for Inventory Research* and the *Production/Operations Management Society*.



Carmela Di Mauro

Currently, Carmela Di Mauro is Associate Professor of Business and Management Engineering at the Department of Civil and Environmental Engineering of the University of Catania, Italy. Previously, she was at the Department of Economics and Statistics of University of Calabria in Southern Italy.

Her background is mainly in Economics with a D.Phil. in Economics from the University of York in the UK and a Graduate Diploma (major in International Economics) from the Johns Hopkins University Bologna Center. She also completed coursework for a M. Sc. in Project Analysis, Finance, and Investment at York University.

Her research interests have always been fairly interdisciplinary, and her ar-

eas of research in the last five years have veered from more economics-wise topics (economic behavior under uncertainty, health economics, and experimental economics) towards Management Science and Operations Management. Her current research is on Health Management and Organization and on Behavioral Operations Management. Her recent publications on these topics have appeared in *Social Science and Medicine*, *International Journal of Operations and Production Management*, *European Journal of Operations Research*, and *International Journal of Production Economics*.

She has coordinated several research projects and received research grants from the Italian Ministry of Research (MIUR), the National Research Council (CNR), and Ente Luigi Einaudi. She is also involved in consultancy activity, mainly directed to hospitals and health-care organizations. Currently, however, she is also involved in a very challenging national project coordinated by the Italian Ministry of Public Affairs, whose aim is to bring managerial practices to local governments.

She has taught and coordinated a variety of undergraduate and graduate courses. Currently, she teaches courses in Strategy, Innovation and Industrial Organization at the graduate level, and Economics applied to Engineering to undergrads. She is a member of the boards coordinating two M.Sc. courses, one on Customer Relations Management and

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ANNOUNCEMENTS

(see more information on related conferences and publications at <http://www.decisionsciences.org>)

Institute Meetings

www.decisionsciences.org

■ **The 44th Annual Meeting** of the Institute will be held November 16-19, 2013, at the Marriott Baltimore Waterfront in Baltimore, Maryland. For more information, contact Program Chair Funda Sahin at fsahin@uh.edu.

■ **The 45th Annual Meeting** of the Institute will be held November 22-25, 2014, at the Tampa Marriott Waterside Hotel & Marina in Tampa, Florida.

■ **The 46th Annual Meeting** of the Institute will be held November 21-24, 2015, at the Sheraton Seattle Hotel in Seattle, Washington.

www.decisionsciences.org

■ **The 12th Annual International DSI and 18th Annual Asia-Pacific DSI Region** held a joint annual meeting at the Courtyard Marriott, Nusa Dua, Bali, Indonesia, July 9-13, 2013.

idsi13.org

■ **The European Region** held its 4th annual conference June 16-19, 2013, in Budapest, Hungary, at the Hotel Sofitel Budapest Chain Bridge.

www.edsi2013.org

■ **The 7th Annual Meeting of the Indian Subcontinent** will be held in Delhi on December 28-30, 2013.

www.imi.edu/page_show/conference_show?cid=8

■ **The Mexico Region.** For more information, contact Antonio Rios, Instituto Tecnológico de Monterrey, antonio.rios@itesm.mx.

■ **The Midwest Region** held its 2013 Annual Meeting on April 18-20. Check website for details on the 2014 annual meeting:

www.mwdsi.org

■ **The Northeast Region** held its 2013 Annual Meeting on April 5-7. Check website for details on the 2014 annual meeting:

www.neds.org

■ **The Southeast Region** will hold its 2014 Annual Meeting February 20-22 in Wilmington, NC. Submission deadline is **October 12, 2013**.

www.sedsi.org

■ **The Southwest Region** will hold its 2014 Annual Meeting on March 12-15 at the Sheraton Downtown Dallas hotel in Dallas, TX. Submission deadline is **October 1, 2013**.

www.swdsi.org

■ **The Western Region** will hold its 2014 Annual Meeting on April 1-4 at the Embassy Suites Hotel, Napa, CA. Submission deadline is **October 1, 2013**.

www.wdsinet.org

Call for Papers

Conferences

■ **The 15th International Conference on Electronic Commerce** will be held **August 13 - 15, 2013**, in Turku, Finland. The theme reflects the alignment between computerized, formalized business procedures and the need for innovating business on-the-spot, or ad-hoc. Submission deadline has passed.

www.icec.net

■ **The International Conference on Electronic Business** will be held **December 1-4, 2013**, at Nanyang Technological University, Singapore. The conference is for researchers and practitioners to present latest developments in the theoretical and practical areas of electronic business. Submission deadline has passed.

www.icebnet.org

■ **The Asian Conference of Management Science and Applications (ACMSA 2013)** will be held in Kunming, Yunnan, China, on December 21-23 and is co-organized by AAMSA and the University of Cambridge. Abstract submission deadline is **October 15, 2013**.

aamsa.org/index.php/about-acmsa2013

Publications

■ *The Decision Sciences Journal* is seeking articles for a focused issue on "Supply Chain Decisions in Governmental Organizations." Submission deadline has been extended to **July 26, 2013**. Focused issue co-senior editors are Geraldo Ferrer (Naval Postgraduate School, Monterey, CA); Gyula Vastag (University of Pannonia and Corvinus University of Budapest, Veszprém, Hungary); and Shi W. Lee (Pusan National University, Busan, Korea). The editors are looking for new application research in governmental organizations using a variety of methods such as simulation, mathematical modeling, data mining, and empirical studies.

warrington.ufl.edu/departments/isom/dsj/docs/SupplyChainDecisionsInGovernmentalOrganizations.pdf

■ *The International Journal of Advanced Computer Science and Applications* encourages submissions of papers addressing theoretical and practical implementations in information and systems applications.

www.ijasca.thesai.org

■ *Decision Analytics* is a new journal looking for editorial board members. The journal will be a double-blind, peer-reviewed, open access journal that promotes the application of computer technology, research, and statistics to decision making in organizations.

tavana@lasalle.edu

■ *The International Journal of Vocational and Technical Education* is a multidisciplinary peer-reviewed journal published monthly by Academic Journals.

www.academicjournals.org/IJVTE/instruction.htm

More conferences and calls for papers are listed on our website:
www.decisionsciences.org/conferences/default.asp

ship, I would like DSI to be recognized as the organization of choice for scholars in the field of decision sciences around the globe, from doctoral students to seasoned researchers and senior faculty.

We want to attract those scholars in the decision sciences who want to share their research and want to learn from others. We hope to create an even stronger environment and reputation in which a large spectrum of researchers join DSI to build professional networks. In order to achieve this goal, I mentioned that we need to take advantage of our strengths and change our weaknesses into opportunities for improvement in order to recruit and retain members. Some of the topics that I would like to focus on include the nature and essence of DSI as a truly welcoming organization, the true multidisciplinary nature of the organization, the involvement of our junior researchers/scholars in the affairs of the organization, and the move from a U.S.-centric organization to a truly world-centric one.

My term as president starts with several fundamental and important changes that were started—with some being implemented—during Powell Robinson's term. He and the DSI Board accomplished a lot during the last year, and I learned much as president elect, board member, and member of the Executive Committee. One thing is for sure, we (the Board of Directors) found that change is one of the most difficult things to bring about in an organization. We had many discussions, some of them very heated, that proved how strongly members feel about DSI and about making the right decisions that would improve the organization. As a result of these discussions, several important initiatives took shape. (See the March issue of the *Decision Line* for a description of the accomplishments of the DSI board during 2012. Many of these changes reflect what I had in mind when I wrote my 2011 president-elect statement.)

However, as life brings unexpected changes, my term as president has taken

a different direction with the loss of Carol Latta. As a result, the duties of the Board and the Executive Committee have been altered, and we now must add additional tasks to our priority must-do list. We have to ensure that the Home Office is running smoothly, initiate a search for a new executive director, and address several other issues that need immediate attention. Some of the activities that we have already accomplished are:

- Seating the new Board—as you know, the membership voted to change part of our constitutions and bylaws, and as a result the Board of Directors was reconfigured in terms of its membership and duties.
- We have started to define and to develop VP responsibilities.
- The Board has formed and appointed committee members.
- We have signed a contract with JL Systems to implement a new comprehensive IT system for DSI. From now until the end of September we will work with JL Systems to specify our current processes, refine processes as necessary, and examine alternatives for providing information services (membership registration, conference registration, website template, etc.) to the regions as appropriate. Because of the implementation timetable, we will continue with the old systems for the remainder of this year.
- As mentioned above and via e-mail to all members, we have appointed a search committee to hire a new executive director.
- In order to make sure that DSI is running smoothly, we are working with the current Home Office staff to help us maintain DSI operational activities. We extend our special thanks to the staff for helping the organization even more during this critical time.
- Powell Robinson agreed to serve as the interim executive director (pro bono) until the search is completed and the position is filled. Our goal is to have a director in place by January 2014. This is a lofty goal but everyone is working

hard to achieve it.

- The Program Committee has begun to schedule sessions and finalize the program now that the submission deadlines have passed.
- Funda Sahin is putting an excellent program together and I encourage you all to attend this year's conference in Baltimore.

With all the changes happening in DSI, we are trying to make sure we maintain the integrity of our organization. The Board of Directors and the Executive Committee will continue to build on the work started by the previous board. Most of the Board initiatives align with my stated goals for DSI, and as we move forward we will be mindful that changes are implemented with the best interest of the organization in mind and heart. I encourage you please let me know if you have ideas that you would like me to bring to the attention of the Board. I look forward, with your help, to making this organization an entity that both new and seasoned scholars from around the globe will want to join—and one that honors Carol Latta's proud legacy. ■

FUTURE DSI ANNUAL MEETINGS

- | | |
|-------------|--|
| 2013 | November 16-19
Baltimore Marriott
Waterfront,
Baltimore, MD
Program Chair:
Funda Sahn, University
of Houston |
| 2014 | November 22-25
Tampa Marriott
Waterside Hotel &
Marina |
| 2015 | November 21-24
Sheraton Seattle Hotel,
Seattle, WA |



DECISION SCIENCES INSTITUTE

44th Annual Meeting
November 16 - 19, 2013

2013 Program Chair's Message

FUNDA SAHIN, University of Houston



Please join us in Baltimore for the 44th Annual Decision Sciences Institute meeting as we re-discover our roots in decision analytics, expand on our interdisciplinary focus and

reach out to scholars and practitioners in new communities. I'd like to share with you a few highlights about the upcoming 2013 DSI meeting.

Plenary Talks

Consistent with this year's theme, the conference will feature two exciting plenary talks by leading professionals and academics in decision analytics area. On Sunday, **Wayne Winston** will be speaking about "Sports Analytics" based on his many years of experience working with professional sports teams including the Dallas Mavericks and New York Knicks. He is a professor and distinguished scholar at Indiana University and the author/co-author of over a dozen books including *Operations Research*, *Practical Management Science*, *Excel 2010 Data Analysis*, and *Business Modeling and Mathletics*.

Radhika Kulkarni will deliver the plenary talk on Monday on "Transforming the Data Deluge into Data-Driven Insights: Analytics that Drive Business Value." She is vice president of advanced analytics R&D at SAS Institute Inc., overseeing software development in statistics, operations research, econometrics, forecasting, and data mining. She is also active in the Institute for Operations Research and Management Science (INFORMS) and serves on the advisory board of the Institute for Advanced Analytics at North Carolina State University, the Center for Hospitality Research at Cornell University, and the Marketing Analytics and Data Mining Board at Oklahoma State University.

Showcase Track—Decision Analytics

New to the annual meeting is the Decision Analytics track. Its co-chairs, Bogdan

Bichescu (University of Tennessee) and Michael Galbreth (University of South Carolina), have been working hard to organize exciting sessions. As part of this track, Wendy Moe (University of Maryland) will hold a session on social media and web analytics. A session by Rob McCulloch (University of Chicago) will focus on Bayesian analysis in business. The track will also host a panel discussing analytics programs and curricula, with representatives from North Carolina State University, Indiana University, University of Tennessee, Accenture and Ernst & Young (tentative). Another exciting session in this track will be led by the Wharton GIS Research Laboratory and feature practitioner perspectives in decision analytics area.

Special Event—Classroom Technology Sandbox

The DSI 2013 special event, Classroom Technology Sandbox, presents a new venue for trying out technical products for classroom use. The event is open to all conference attendees. Attendees will meet the vendors that provide the technology solutions and interact directly with their products, while also hearing from colleagues who may already be using the technology in the classroom. This first interactive session of its kind will present hands-on solutions to real problems. Interactive stations will feature different vendors throughout the program to give the attendees a chance to get their hands dirty.

New Talent Showcase

PhD students will be showcasing their research in several joint sessions during which employers can see job market candidates in action.

I look forward to seeing you in Baltimore in November. Please remember that this year's conference will be held during the week prior to the week of Thanksgiving (one week earlier than normal). For more information about the conference, see the conference website at www.decisionsciences.org/Annualmeeting. ■

2013 Annual Meeting Coordinators

Program Chair

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W. P. Carey School of Business
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Job Placement Coordinator

Vivek Shah
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McCoy College of Business
512-245-2049
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Local Arrangements Coordinator

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Interim Executive Director, Decision Sciences Institute

E. Powell Robinson, Jr.
University of Houston
CT Bauer College of Business
eprobinson@uh.edu

2013 New Faculty Development Consortium

Covering teaching, research, publishing, and other professional development issues

The New Faculty Development Consortium (NFDC) is a program for faculty who are in the initial stages of their academic careers and who would like to gain insights about teaching, research, publishing and professional development. Faculty members who have earned their doctoral degrees and are in the first three years of their academic careers are eligible to apply.

The consortium will be held on **Saturday, November 16, 2013**, as part of the DSI conference. The day-long agenda for the consortium aims to shed light on starting and successfully managing career progression from a unique vantage point. We begin the day with a distinguished panel of DSI Fellows sharing their perspective on the biggest mistakes made by new faculty, and their success in recovering. Panel discussions led by business faculty at varying stages of their careers will follow in the afternoon. The program will also provide opportunities for interaction and networking with experienced faculty at teaching and research institutions. International perspectives will be represented as well.

To participate in the Consortium, please send an e-mail providing the information listed (to the right) along with your current vita to the coordinator. To be eligible for participation, your application must be received by the end of the day on **October 1, 2013**. Early applications will be appreciated. The first 50 qualified applicants will be selected for participation. Although each NFDC participant will be required to register for the DSI 2013 Annual Meeting, there will no additional fees for participating in this consortium. ■

New Faculty Development Consortium
Coordinator:



Anthony Ross
University of
Wisconsin,
Milwaukee
414-229-6515
antross@uwm.edu

Application for 2013 New Faculty Development Consortium November 16, 2013 • Baltimore, Maryland

Send in this form and a current copy of your vita to Anthony Ross (see below).
*Application deadline: **October 1, 2013.***

Name: _____

Current institution and year of appointment: _____

Mailing address: _____

Year doctorate earned & doctoral institution: _____

Phone | Fax | E-mail: _____

Research interests: _____

Teaching interests: _____

Major concerns as a new faculty member and/or topics you would like to hear discussed _____

Have you attended a previous DSI Doctoral Student Consortium? ☐ yes ☐ no

If so, when? _____



2013 Doctoral Student Consortium

Building the foundation for a successful career

Co-sponsored by McGraw Hill/Irwin, Alpha Delta Iota, Emerald Group Publishing, and DSI

DSI's 31st annual Doctoral Student Consortium is an engaging, interactive professional experience designed to help participants successfully launch their academic careers. The Consortium will take place on Saturday, November 15, 2013, at the 2013 DSI Annual Meeting in Baltimore, Maryland.

Who Should Attend?

The Doctoral Consortium is offered to individuals who are well into their doctoral studies. The Consortium welcomes students from all subject areas within the decision sciences. A variety of students with backgrounds in operations and supply chain management, management information systems, management science, strategy, organizational behavior, marketing, accounting, and other areas will increase the vitality of the sessions. The program will focus on career goals, research strategies, teaching effectiveness, job search issues, placement services, manuscript reviewing, and promotion and tenure. Students who are interested in addressing these subjects in a participative, interactive way will enjoy and benefit from the Consortium.

Why Should You Attend?

There are several important reasons why you should attend.

1. **Networking.** Getting a job, finding collaborators, and gaining advantages in the career you are about to enter are all related to "who you know." The consortium provides an opportunity for you to meet and get to know some of the leading researchers and educators in the field.
2. **Skill development.** Excellent research and teaching require prac-

tical skills in addition to content knowledge. You will learn from veterans who will share their secrets to success.

3. **Effective research strategies.** Advice and counsel from accomplished researchers in your field can help you develop an effective strategy for moving from your dissertation to a planned research program. The Consortium's Research Collaborative provides a forum for discussing your research ideas with leading researchers and peers who will provide you with valuable feedback and insights.
4. **Learn about DSI.** Take advantage of this unique opportunity to "test-drive" DSI, learn about its people, its processes (such as placement services), and everything it has to offer you.
5. **Fun!** Come socialize with your current and future colleagues in a city that offers an exciting blend of cultural attractions and landmarks and just happens to be one of the top travel destinations in the world.

Program Content

The Doctoral Student Consortium involves seasoned, world-class research faculty from several schools, junior faculty just beginning their careers, and key journal editors. All will help guide discussions in the following sessions:

Transition from PhD Student to Assistant Professor. How do you balance your time between research, teaching, service and family life? What do you need to do to be ready for promotion and tenure? We'll address these questions and others with a panel of new assistant professors.

Teaching Effectiveness. It is hoped that Harvey Brightman will return to the Doctoral Consortium for another post-retirement workshop in 2013. His sessions are simply not to be missed—even experienced faculty members sit in on these dynamic and inspiring sessions.

Research Collaboration. This open and interactive forum will feature guidance from tenured faculty mentors to help you develop a strategic research plan to advance your career and tenure goals. Working in small breakout groups and with the advice and guidance of the accomplished faculty mentors, you will identify your areas of expertise, target appropriate journals, find suitable co-authors, and plan a mix of publications.

Meet the Editors and Academic Reviewing. Editors from journals in the decision sciences and related fields will describe the missions of their publications and will discuss how to craft strong manuscript submissions, how to improve the chances of getting a journal article accepted, and how to respond to reviews. You will also learn about how to constructively review manuscripts.

Job Search Seminar. Should I target my job search on research-oriented schools? Teaching schools? Private? Public? What's the best way to sell myself? What are the ingredients of a good job interview? This session will help participants answer these questions through insights drawn from a panel of faculty experts.

The Changing Nature of Academia-Dean's Panel. Deans play a significant role in setting the direction for their respective colleges and have the latitude to allocate financial and other resources to support research, teaching, and service.



Deans, however, face significant challenges as state funding and associated university budgets are shrinking in the face of global economic pressures. How do these challenges affect incoming junior faculty? What are the deans looking for in new hires? Are the criteria for selection and faculty retention shifting? What does it take to make promotion and tenure? Is the ability to obtain funding for your research becoming increasingly important? What are the evaluation criteria, especially in light of demands by accreditation bodies? How do research, teaching, and service get rewarded?

Join Us

The Doctoral Consortium does more than prepare individual students; it creates a community of colleagues you'll know throughout your career. Please plan to attend the Consortium and also encourage your student colleagues to participate in this important program. Although many participants will be entering the job market for 2013-2014, others will appreciate the opportunity to get a better understanding of an academic career and how to approach the job market the following year.

Application Process

Students in all areas of the decision sciences are encouraged to apply for the DSI Doctoral Consortium. Those wishing to be included should submit:

1. A current curriculum vita, including contact information (e-mail in particular), your major field (operations management, supply chain management, MIS, management science, strategy, and so on), the title of your dissertation proposal or the title of a current research paper.
2. Interested students are encouraged to apply early if they wish to ensure themselves space in the Consortium. Materials should be e-mailed to Doctoral Consortium Coordinator Daniel Guide, Pennsylvania State University, by **October 1, 2013**. Those who apply by this date and meet the criteria listed above will be accepted for participation. Applications received after October 1 will receive consideration on a space-available basis.

Participants must pay the regular student registration fee for the annual meeting,

but there will be no additional charge for the Consortium. This fee includes the luncheon and reception on Saturday, the networking luncheon on Sunday, and the CD-ROM of the proceedings. Although students will be responsible for all of their own travel and accommodation expenses, it is customary for participants' schools to provide monetary support for these purposes. Consortium participants will be recognized in *Decision Line*, the Institute's news publication. They also receive special recognition in the placement system, special designation on their name badges, and an introduction to the larger DSI community at the breakfast and plenary session. ■



Daniel Guide, Coordinator
Pennsylvania State
University

dguide@psu.edu

Other Competitions, Activities, and Miniconferences

■ Best Paper Awards Competition

Best Paper Awards will be presented at the 2013 Annual Meeting. Categories include Best Theoretical/Empirical Research Paper, Best Application Paper, Best Interdisciplinary Paper, and Best Student Paper. At the discretion of the program chair and track chairs, outstanding scholarship may be recognized through a distinguished paper award in a given track. Reviewers will be asked to nominate competitive paper submissions for these awards. Nominations will then be reviewed by a best paper review committee, which will make award recommendations. The due date for submissions is April 1, 2013.

Srinagesh Gavirneni, Cornell University, nagesh@cornell.edu; **Hui Zhao, Penn State University,** huz10@psu.edu.

■ Professional Development Program.

The Professional Development Program provides an opportunity for faculty members at all stages of their careers to enhance their research, teaching and service skills. All registered conference attendees are welcome to participate in the activities of the Professional Development Program. Registration for the Professional Development Program is not required.

Shawnee Vickery, Michigan State University, vickery@bus.msu.edu, and **Xenophon Koufteros, Texas A&M Univ**

■ **Miniconferences** provide an avenue for addressing specific topics of interest to a subset of the membership in the context of multiple focused sessions. Miniconference themes lay outside of the traditional track topics and may address emerging topics, curriculum issues, and professional development, among others. Those interested in developing a miniconference are encouraged to contact the Program Chair prior to submitting a formal proposal. The due date is **April 1, 2013**. Currently, two miniconferences have been confirmed for the 2013 Annual DSI meeting:

see **OTHER COMPETITIONS**, next page



DECISION SCIENCES INSTITUTE

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from **OTHER COMPETITIONS**, previous page

- **Making Statistics More Effective in Schools of Business**

Robert L. Andrews,
Virginia Commonwealth University
randrews@vcu.edu

- **Project Management**

Gary Klein, University of Colorado,
Colorado Springs
gklein@uccs.edu

Carla M. Messikomer,
Project Management Institute
carla.messikomer@pmi.org

- **Special Event—Classroom Technology Sandbox.**

Education Triage: Learn how to successfully engage vendor technology with interactive sessions.

Proactive faculty are always looking for the latest technology to engage students and enhance learning. Interact with classroom technologies that are transforming traditional environments before listening to product speakers and success stories from faculty using the products.

Natalie Simpson,
University of Buffalo
nsimpson@buffalo.edu

Derek Sedlack,
South University
dsedlack@southuniversity.edu

International travelers will find convenient flights to Baltimore via Baltimore/Washington International Thurgood Marshall Airport (BWI), an international airport serving the Baltimore-Washington metropolitan area. It is located about 10 miles (16 km) south of Baltimore and 32 miles (51 km) northeast of Washington, DC. The Washington, DC area is also served by two other airports—for more information see www.decisionsciences.org/annualmeeting/travel/travel.asp

from **EDITOR**, page 3

In the annual meeting section of this issue, Funda Sahin of the University of Houston and her team give us a great idea of what is coming up in our annual conference in Baltimore. This 44th annual meeting promises to be a very special one from the plenary sessions and showcase tracks, to special sessions and many other interesting sessions that she is putting together. I hope you get a chance to participate and attend these events. If you are a new faculty member, please make sure you sign up for the New Faculty Development Consortium. You will find it most rewarding. Of course, one of the hallmarks of the annual meeting is the Doctoral Student Consortium. If you are a mentor for a doctoral student, I urge you to encourage your student to register for the consortium. They will learn a lot about their profession and meet seasoned scholars. If you are a doctoral student, without a doubt this is the best program we offer to you every year. This should be among one of the top reasons you attend DSI as a doctoral student. This is also a great place to start networking with up-and-coming scholars.

Please note that the 2013 Annual Meeting will be held one week prior to the week of Thanksgiving week. Please plan to join us at the conference.

As always, I encourage you to share your opinions and ideas with us by writing and sending it to me at bizdean@usf.edu.

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

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Assistant/Associate Professor Decision Sciences Craig School of Business

An earned doctorate (Ph.D. or DBA) in Business Administration, Decision Sciences, Statistics, Management Science or related field from an AACSB or ABET accredited institution or the equivalent is preferred. Candidates nearing completion of the doctorate (ABD) may be considered; however, for continued employment, the doctorate must be completed by 7/30/2015. Appointment to the rank of Associate Professor requires a consistent and sustained record in both (a) university teaching experience and (b) scholarly publication and research appropriate to the rank.

To ensure full consideration, apply by 10/1/13. For more information and to apply, visit <http://apptrkr.com/363433>. Open Until Filled.

Equal Opportunity Employer



2013 Track Chairs

Accounting and Finance

Mehmet C. Kocakulah, Univ. of Southern Indiana
mkocakul@usi.edu

Decision Analytics

Michael Galbreth, Univ. of South Carolina
galbreth@moore.sc.edu
Bogdan Bichescu, Univ. of Tennessee
bbichescu@utk.edu

Healthcare Management

Peter A. Salzarulo, Miami Univ.
salzarpa@muohio.edu

Information Systems Management

Norman Johnson, Univ. of Houston
njohnson@bauer.uh.edu
Lakshmi Goel, Univ. of North Florida
lakshmi.goel@gmail.com

Innovative Education

Janet Hartley, Bowling Green State Univ.
jhartle@bgsu.edu

International Business

Gyula Vastag, University of Pannonia.
gyula.vastag@gtk.uni-pannon.hu

Logistics Management

Christoph Bode, ETH Zurich
cbode@ethz.ch

Manufacturing Management

Paul Anand, Univ. of Florida
anand.paul@warrington.ufl.edu
Haldun Aytug, Univ. of Florida
aytugh@ufl.edu

Marketing

Jeffrey Smith, Florida State University
jssmith@cob.fsu.edu
Kirk Karwan, Furman Univ.
kirk.karwan@furman.edu

Product/Process Innovation

Robert Bregman, Univ. of Houston
dr.bregman@sbcglobal.net

Quality Mgt and Lean Operations

John Gray, Ohio State Univ.
gray_402@fisher.osu.edu

Services Management

Sriram Narayanan, Michigan State Univ.
narayanan@bus.msu.edu

Strategic Management and Organizational Behavior/Theory

Mike Lewis, Univ. of Bath
mal20@management.bath.ac.uk

Supply Chain Management

Goker Aydin, Indiana Univ.
ayding@indiana.edu
Burcu Keskin, Univ. of Alabama
bkeskin@cba.ua.edu

Strategic Sourcing & Supply Management

Anand Nair, Michigan State Univ.
nair@bus.msu.edu

Sustainable Operations

Frank Montabon, Iowa State Univ.
montabon@iastate.edu

SPECIAL TRACKS

Fellows Track

Soumen Ghosh, Georgia Tech
soumen.ghosh@mgt.gatech.edu

New Talent Showcase

Manouchehr Tabatabaei, Georgia Southern Univ.
mtabatab@georgiasouthern.edu



The 2013 DSI Annual Meeting will be held at the Baltimore Marriott Waterfront Hotel, 700 Aliceanna Street, Baltimore, MD 21202.

This Inner Harbor hotel sits on the water's edge, offers spectacular views and is conveniently located in the near Harbor East neighborhood. The hotel provides easy access to the city's finest shops, restaurants and is in close proximity to the National Aquarium, Maryland Science Center, and the convention center, among many other visitor destination points in this historic city. The closest airport, Baltimore/Washington International Thurgood Marshall Airport—BWI, is only 12 miles away.

Registration information:

DSI has secured a special group rate for the dates of November 14-19, 2013. Reservations must be made by October 31, 2013 to get this special rate.

Rates:

- Single/Double Occupancy \$189.00, with a \$20 per-person increase beyond double occupancy
- Reservations online: resweb.passkey.com/go/DSINovember2013
- By Phone (request the DSI rate): 410-385-3000 or 1877-212-5752

Note: To receive the DSI rate, reservations must be made by October 31, 2013, and/or until the DSI room block becomes full (based on hotel occupancy during the conference dates).

Newly Elected 2013 DSI Officers



President-Elect

Marc Schniederjans, University of Nebraska, Lincoln

Marc J. Schniederjans is the C. Wheaton Battey Distinguished Professor of Business in the Supply Chain Management Systems Department of the College of Business Administration, University of Nebraska-Lincoln. He received both a PhD and an MBA in management science/operations management/marketing at Saint Louis University. He is the co-author of five books, including the most recent, *Reinventing the supply chain life cycle: Strategies and methods for analysis and decision making* (with M. J. Schneiderjans and S. B. LeGrand, Financial Times Press/Pearson, 2013). His articles have been published in *Decision Sciences*, *Decision Sciences Journal of Innovative Education*, *European Journal of Operational Research*, and *International Journal of Production Research*. He is also a member of the Productions/Operations Management Society, the Council of Supply Chain Management Professionals, the Institute of Supply Management, and the Information Resources Management Association.



Secretary

Funda Sahin, University of Houston

Funda Sahin is an associate professor in the Decision and Information Sciences Department of the University of Houston. She earned her PhD in Operations Management and her MBA in Finance from Texas A&M University. She has published articles in *Decision Sciences*, *International Journal of Production Economics*, *International Journal of Production Research*, *Journal of Operations Management*, *Omega*, and *Production and Inventory Management*. She is a member of INFORMS, the Production/Operations Management Society, and the Council of Supply Chain Management Professionals.

FUNCTIONAL VICE PRESIDENTS:



Vice President for Global Activities

Jatinder (Jeet) N.D. Gupta, University of Alabama, Huntsville

Jatinder (Jeet) N. D. Gupta is Eminent Scholar and Professor at the College of Business Administration, University of Alabama in Huntsville. He holds a PhD in industrial engineering from Texas Tech University, MTech in industrial engineering and operations research from Indian Institute of Technology, Kharagpur, and a BE in mechanical engineering from University of Delhi. He is author, coauthor, or editor of a number of books, including *Handbook of Research on Enterprise Systems*, *Handbook of Research on Information Security and Assurance*, *Intelligent Decision Support Systems*, *Creating Knowledge-Based Healthcare Organizations*, *Operations Research for Decision Making*, and *Intelligent Enterprises for the 21st Century*. His articles have appeared in *Decision Sciences*, *Annals of Operations Research*, *European Journal of Operational Research*, *IIE Transactions*, *International Journal of Operations and Productions Manage-*

continued on next page

Submitting articles to Decision Line

Members are invited to submit essays of about 2,000 to 2,500 words in length on topics of their interest, especially articles of concern to a broad, global audience. Please send essays (including brief bio and photo) to either the respective feature editor or to Editor Maling Ebrahimpour.

Deans' Perspective & Editor

Maling Ebrahimpour, University of South Florida, Saint Petersburg
bizdean@usfsp.edu

Doctoral Student Affairs

Varun Grover, Clemson University
vgrover@clemson.edu

E-Commerce

Kenneth Kendall, Rutgers, The State University of New Jersey
ken@thekendalls.org

From the Bookshelf

James Flynn, Indiana University, Indpls.
ejflynn@iupui.edu

In the Classroom

Kathryn Zuckweiler, University of Nebraska, Kearney
zuckweilerkm@unk.edu

Information Technology Issues

Subhashish Samaddar, Georgia State University
s-samaddar@gsu.edu

International Issues

Andre Everett, University of Otago, New Zealand
andre.everett@otago.ac.nz

Membership Roundtable

Gyula Vastag, University of Pannonia/Corvinus University of Budapest
gyula.vastag@uni-corvinus.hu

Production/Operations Management

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

Research Issues

Mahyar Amouzegar, California State Polytechnic University, Pomona
mahyar@csupomona.edu

continued from previous page

ment, *Journal of Management Information Systems*, among others. He is also a member of APICS, the Production and Operations Management Society, the Operational Research Society of India, and the Information Resource Management Association. He served as the president of the Production and Operations Management Society.



Vice President for Marketing
Xenophon Koufteros, Texas A&M University, College Station

Xenophon Koufteros is the Jenna & Calvin R. Guest Professor in Business Administration, Department of Information & Operations Management, Mays Business School, Texas A&M University. He received his PhD from the University of Toledo and his MBA

at Bowling Green State University. He has published articles in *Decision Sciences*, *International Journal of Operations and Productions Management*, *International Journal of Production Economics*, *International Journal of Production Research*, *Journal of Operations Management*, *Structural Equation Modeling Journal*, and *Journal of Supply Chain Management*. He is also a member of the Transported Asset Protection Association, the Institute for Supply Management, and the Production/Operations Management Society.



Vice President for Member Services
Robert Pavur, University of North Texas

Robert Pavur is a professor of decision sciences in the Information Technology & Decision Sciences Department, College of Business, University of North Texas. His PhD and MS, both in statistics, were earned at Texas Tech. He has co-authored two books, *Concise Managerial Statistics* and *Introduction to Business*

Statistics: A Microsoft Excel Integrated Approach. He has written articles for *American Statistician*, *Annals of Operations Research*, *Decision Sciences Journal of Innovative Education*, *European Journal of Operational Research*, *International Journal of Production Economics*, and *Journal of the Operational Research Society*. He is also a member of the American Statistical Association and INFORMS.



Vice President for Professional Development
Rebecca Duray, University of Colorado, Colorado Springs

Rebecca Duray is a professor of operations management and associate dean of academic programs in the College of Business at the University of Colorado, Colorado Springs. She received her PhD from The Ohio State University, and her MBA and BA from

the Weatherhead School of Management at the Case Western Reserve University. She has been associate editor for the *Journal of Operations Management* and has been published in the *Journal of Management Education*, *Journal of Operations Management*, *Production Planning and Control*, *International Journal of Mass Customization*, and *Management Learning*. She is also a member of the Academy of Management and the Production/Operations Management Society.

continued on next page

Decision Sciences Institute Fellows

Adam, Everett E., Jr., Univ. of Missouri-Columbia
Anderson, John C., Univ. of Minnesota-Twin Cities
Benson, P. George, College of Charleston
Beranek, William, Univ. of Georgia
Berry, William L., The Ohio State Univ.
Bonini, Charles P., Stanford Univ.
Brightman, Harvey J., Georgia State Univ.
Buffa, Elwood S., Univ. of California-Los Angeles
Cangelosi, Vincent*, Univ. of Southwest Louisiana
Carter, Phillip L., Arizona State Univ.
Chase, Richard B., Univ. of Southern California
Chervany, Norman L., Univ. of Minnesota-Twin Cities
Clapper, James M., Aladdin TempRite
Collons, Rodger D., Drexel Univ.
Couger, J. Daniel*, Univ. of Colorado-Colorado Springs
Cummings, Larry L., Univ. of Minnesota
Darden, William R., Louisiana State Univ.
Davis, K. Roscoe, Univ. of Georgia
Davis, Mark M., Bentley Univ.
Day, Ralph L., Indiana Univ.
Digman, Lester A., Univ. of Nebraska-Lincoln
Dock, V. Thomas, Maui, Hawaii
Ebert, Ronald J., Univ. of Missouri-Columbia
Ebrahimpour, Maling, Univ. of South Florida St. Petersburg
Edwards, Ward, Wise Decisions, Inc.
Evans, James R., Univ. of Cincinnati
Fetter, Robert B., Yale Univ.
Flores, Benito E., Texas A&M Univ.-College Station
Flynn, Barbara B., Indiana Univ.
Franz, Lori S., Univ. of Missouri-Columbia
Ghosh, Soumen, Georgia Tech
Glover, Fred W., Univ. of Colorado at Boulder
Gonzalez, Richard E., Michigan State Univ.
Grawoig, Dennis E., Boulder City, Nevada
Green, Paul E., Univ. of Pennsylvania
Groff, Gene K., Georgia State Univ.
Gupta, Jatinder N.D., Univ. of Alabama in Huntsville
Hahn, Chan K., Bowling Green State Univ.
Hamner, W. Clay, Duke Univ.
Hayya, Jack C., The Pennsylvania State Univ.
Heineke, Janelle, Boston Univ.
Hershauer, James C., Arizona State Univ.
Holsapple, Clyde W., Univ. of Kentucky
Horowitz, Ira, Univ. of Florida
Houck, Ernest C., Virginia Polytechnic Institute and State Univ.
Huber, George P., Univ. of Texas-Austin
Jacobs, F. Robert, Indiana Univ.
Jones, Thomas W., Univ. of Arkansas-Fayetteville
Kendall, Julie E., Rutgers Univ.
Kendall, Kenneth E., Rutgers Univ.
Keown, Arthur J., Virginia Polytechnic Institute and State Univ.
Khumawala, Basheer M., Univ. of Houston
Kim, Kee Young, Yonsei Univ.
King, William R., Univ. of Pittsburgh
Klein, Gary, Univ. of Colorado, Colorado Springs
Koehler, Anne B., Miami Univ.
Krajewski, Lee J., Univ. of Notre Dame
LaForge, Lawrence, Clemson Univ.
Latta, Carol J., Georgia State Univ.
Lee, Sang M., Univ. of Nebraska-Lincoln
Luthans, Fred, Univ. of Nebraska-Lincoln
Mabert, Vincent A., Indiana Univ.
Malhotra, Manoj K., Univ. of South Carolina
Malhotra, Naresh K., Georgia Institute of Technology
Markland, Robert E., Univ. of South Carolina
McMillan, Claude*, Univ. of Colorado at Boulder
Miller, Jeffrey G., Boston Univ.
Monroe, Kent B., Univ. of Illinois
Moore, Laurence J., Virginia Polytechnic Institute and State Univ.
Moskowitz, Herbert, Purdue Univ.
Narasimhan, Ram, Michigan State Univ.
Neter, John, Univ. of Georgia
Nutt, Paul C., The Ohio State Univ.
Olson, David L., Univ. of Nebraska-Lincoln
Perkins, William C., Indiana Univ.-Bloomington
Peters, William S., Univ. of New Mexico
Philippatos, George C., Univ. of Tennessee-Knoxville
Ragsdale, Cliff T., Virginia Polytechnic Institute & State Univ.
Raiffa, Howard, Harvard Univ.
Rakes, Terry R., Virginia Polytechnic Institute & State Univ.
Reinmuth, James R., Univ. of Oregon
Ritzman, Larry P., Ohio State Univ.
Roth, Aleda V., Clemson Univ.
Sanders, Nada, Texas Lehigh Univ.
Schkade, Lawrence L., Univ. of Texas at Arlington
Schneiderjans, Marc J., Univ. of Nebraska-Lincoln
Scriber, Thomas J., Univ. of Michigan
Schroeder, Roger G., Univ. of Minnesota-Twin Cities
Simone, Albert J., Rochester Institute of Technology
Slocum, John W., Jr., Southern Methodist Univ.
Smunt, Timothy, Univ. of Wisconsin-Madison
Sobol, Marion G., Southern Methodist Univ.
Sorensen, James E., Univ. of Denver
Sprague, Linda G., China Europe International Business School
Steinberg, Earle, Touche Ross & Company, Houston, TX
Summers, George W., Univ. of Arizona
Tang, Kwei, National Chengchi Univ.
Taylor, Bernard W., III, Virginia Polytechnic Inst. and State Univ.
Troutt, Marvin D., Kent State Univ.
Uhl, Kenneth P., Univ. of Illinois
Vakharia, Asoo J., Univ. of Florida
Vazsonyi, Andrew*, Univ. of San Francisco
Voss, Christopher A., London Business School
Ward, Peter T., Ohio State Univ.
Wasserman, William, Syracuse Univ.
Wemmerlöv, Urban, Univ. of Wisconsin-Madison
Wheelwright, Steven C., Harvard Univ.
Whitten, Betty J., Univ. of Georgia
Whybark, D. Clay, Univ. of North Carolina-Chapel Hill
Wicklund, Gary A., Capricorn Research
Winkler, Robert L., Duke Univ.
Woolsey, Robert E. D., Colorado School of Mines
Wortman, Max S., Jr., Iowa State Univ.
Zmud, Robert W., Florida State Univ.
*deceased

continued from previous page



Vice President for Publications
Merrill Warkentin,
Mississippi State University

Merrill Warkentin is a professor of MIS and the Rickard Puckett Notable Scholar in the Department of Management and Information Systems, College of Business, Mississippi State University. He received his PhD in management and information systems and MA in economics at the University of Nebraska, Lincoln. He is the author of *Business-to-Business Electronic Commerce: Challenges and Solutions* and *The TWIN Advanced Educational Edition*. He has co-authored two other books. His journal publications include articles in *Decision Sciences*, *Decision Support System*, *European Journal of Information Systems*, *Journal of Global Information Management*, and *MIS Quarterly*, among others. He is also a member of the Association for Computing Machinery and the Association for Information Systems.



Vice President for Technology
Jon Jasperson, Texas A&M
University, College Station

Jon (Sean) Jasperson is a clinical associate professor in the Department of Information and Operations Management at Mays Business School, Texas A&M University. He earned his PhD in information management science at Florida State University, and his undergraduate and Master's degrees in accounting from Brigham Young University. He has published articles in *Information Systems Journal*, *Journal of the American Medical Informatics Association*, and *MIS Quarterly*. He is also a member of the Association for Information Systems, INFORMS, and Academy of Management.

DIVISION VICE PRESIDENTS:



Vice President for Americas
Division
Janet Hartley, Bowling Green State
University

Janet L. Hartley is professor and director of the Supply Chain Management Institute in the Department of Management of Bowling Green State University. She earned both the PhD and MBA in operations management at the University of Cincinnati. She is a co-author of two books, *Managing Operations across the Supply Chain* and *Managing Commodity Price Risk: A Supply Chain Perspective*. She has published work in *Business Horizons*, *IEEE Transactions on Engineering Management*, *International Journal of Operations*

and Productions Management, *Journal of Operations Management*, *Journal of Supply Chain Management*, and *Omega*. Her professional associations include the Academy of Management, APICS (The Association for Operations Management), the Institute for Supply Management, and the Productions/Operations Management Society.



Vice President for Asia-Pacific
Division
Stuart C. Orr, Deakin University,
Australia

Stuart C. Orr is a Master of Commerce Professor at the Deakin Graduate School of Business, Deakin University, Australia. He received his PhD and MSc degrees from Monash University in Australia. His published work includes both sole author and co-author work, and includes *Doing Business in China: Getting Ready for the Asian Century* and *Business Strategy for the Wine Industry: Developing and Designing a Strategy for Every Type of Wine Producer Across a National Wine Industry*. He has also written articles for *Benchmarking: An International Journal*, *International Journal of Manufacturing Technology and Management*, *Management Decision*, *Technovation*, *Integrated Manufacturing Systems*, *Technology Analysis and Strategic Management*, and *Journal of Management Education*. He is also a member of the Australia and New Zealand Academy of Management, the World Business Institute (fellow), and the Australian Finance and Treasury Association.



Vice President for European
Division
Gyula Vastag, University of
Pannonia

Gyula Vastag is a professor in the Department of Management/Faculty of Business and Economics at the University of Pannonia in Veszperem, Hungary. He received both the PhD and the DSc degrees at the Hungarian Academy of Sciences. He has co-authored two books, *ISO 14000: Assessing Its Impact on Corporate Effectiveness and Efficiency* and *Global Manufacturing Practices: A Worldwide Survey of Practices in Production Planning and Control*. He has published articles in *Business Horizons*, *California Management Review*, *European Journal of Operational Research*, *European Management Journal*, *International Journal of Operations and Production Management*, *International Journal of Production Economics*, among others. He is also a member of the International Society for Inventory Research and the Production/Operations Management Society. ■

THE BALLOT TABULATION WAS AUDITED AND VERIFIED
BY DATAMATX, INC., ATLANTA, GEORGIA

DECISION SCIENCES INSTITUTE

2013 Annual Meeting Registration Form • Baltimore, Maryland • November 16 - 19, 2013

All attendees must register for the meeting. Conference registrations must be postmarked by October 28, 2013, to avoid a late fee of \$50. After October 28, requests for cancellation refunds will not be accepted. **Mail form and payment for registration to:** Decision Sciences Institute, 75 Piedmont Avenue, Suite 340, Atlanta, GA 30303, fax 404-413-7714.

Last Name																			
First Name & Middle Initial																			
First Name for Badge																			
Organization/Affiliation																			
Mailing Address (<input type="checkbox"/> New <input type="checkbox"/> Home <input type="checkbox"/> Business):																			
City, State, Zip and Country																			
Telephone (<input type="checkbox"/> Home <input type="checkbox"/> Business) Fax																			
Cell phone (to receive text message updates during the conference)																			
E-mail																			

We would appreciate your answers to the following questions, which will help us plan this and future meetings.

1. Where will you stay in Baltimore?

- ☐ a. Conference hotel
☐ b. Other (please specify)

2. Type of accommodation:

- ☐ a. Single ☐ b. Double

3. Date of arrival:

- ☐ a. Fri. (11/15)
☐ b. Sat. (11/16)
☐ c. Sun. (11/17)
☐ d. Mon. (11/18)
☐ e. Tues. (11/19)

4. Do you plan to attend:

- ☐ a. Sunday's luncheon?
☐ b. Monday's reception?
☐ c. Tuesday's luncheon?
☐ d. All?
☐ e. None?

5. Interest Area (check one):

- ☐ a. Academic Administration
☐ b. Accounting
☐ c. Economics
☐ d. Finance
☐ e. Health Care Systems
☐ f. Innovative Education
☐ g. International Business
☐ h. Marketing
☐ i. Microcomputer Systems & Apps.
☐ j. MIS/DSS
☐ k. Managerial Problem-Solving
☐ l. Organizational Behavior
☐ m. Organizational Theory
☐ n. Manufacturing/Service Management
☐ o. Public/Nonprofit Management
☐ p. Quantitative Techniques & Meth.
☐ q. Statistics and Decision Theory
☐ r. Strategic Management & Policy
☐ s. Technology and Innovation
☐ t. E-commerce
☐ u. Other
☐ z. None

6. What is your primary regional affiliation:

- ☐ a. Asia-Pacific Region
☐ b. European Region
☐ c. Indian Subcontinent Region
☐ d. Mexico Region
☐ e. Midwest Region
☐ f. Northeast Region
☐ g. Southeast Region
☐ h. Southwest Region
☐ i. Western Region
☐ j. At-Large
☐ k. None

7. What is your interest in Placement?

- ☐ a. As employer and employee
☐ b. Employee only
☐ c. Employer only
☐ d. None

8. What was the primary reason you decided to attend the annual meeting?

- ☐ a. Annual Meeting in general
☐ b. Job Placement
☐ c. Doctoral Student Consortium
☐ d. New Faculty Development Consortium
☐ e. Program Miniconferences
☐ f. Professional Devel. Program

9. ☐ Please check if you are a member of Alpha Iota Delta and would like to be identified as such at the Annual Meeting.

Member and non-member fees for all registration categories

include Sunday's luncheon, Monday's reception, Tuesday's award luncheon, and the CD-ROM Proceedings (see information below about the Proceedings).

The Annual Meeting Proceedings will be produced in CD-ROM format and is included in the conference registration fee for all registered attendees. If you **DO NOT** wish to receive the Proceedings, please indicate below. Additional CD-ROM Proceedings can be purchased at a cost of \$25 each, but must be ordered by **October 1, 2013** (see form below).

☐ **I DO NOT** wish to receive the Annual Meeting Proceedings.

Member registration	\$325.00	
2013-14 Member dues renewal (For the exact amount owed, please refer to the dues renewal notice previously mailed to you.)	160.00	
Non-Member registration (<input type="checkbox"/> Please check if you desire membership benefits. This fee entitles you to one year of membership in the Institute.)	485.00	
Student member registration	80.00	
2013-14 Student dues renewal (For the exact amount owed, please refer to the dues renewal notice previously mailed to you.)	25.00	
Student Non-Member registration (<input type="checkbox"/> Please check if you desire membership benefits. This fee entitles you to one year of membership in the Institute.)	105.00	
Emeritus Member registration	80.00	
Emeritus Non-Member registration	115.00	
Extra Sunday's luncheon(s) @ \$49.00 each		
Extra Tuesday's awards luncheon(s) @ \$49.00 each		
Extra CD-ROM Proceedings @ \$25.00 each		
After October 28, 2013 (LATE FEE)	50.00	
TOTAL		

CREDIT CARD INFORMATION: ☐ Visa ☐ MC ☐ American Express

☐ Discover

Total Amount \$_____

Card No. _____ Expires: ____/____

Card Holder's Name _____
(Please Print)

Signature _____

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City/State/Zip _____

INSTITUTE CALENDAR

■ OCTOBER 2013

October 1

Application deadline for **2013 New Faculty Development Consortium**. See page 20.

October 1

Application deadline for **2013 Doctoral Student Consortium**. See page 21.

■ NOVEMBER 2013

November 16 - 19

The **44th Annual Meeting of the Decision Sciences Institute** will be held in Baltimore, Maryland, at the Baltimore Waterfront Marriott.

■ DECEMBER 2013

December 28 - 30

The **7th Annual Meeting of the Indian Subcontinent** will be held December 28-30, 2013. Check the DSI website for details.

■ FEBRUARY 2014

February 20 - 22

The **2014 Annual Meeting** of the Southeast DSI Region will be held in Wilmington, NC. Submission deadline is **October 12, 2013**.

■ MARCH 2014

March 12 - 15

The **2014 Annual Meeting** of the Southwest DSI Region will be held in Dallas, TX, at the Sheraton Downtown. Submission deadline is **October 1, 2013**.

■ APRIL 2014

April 1 - 4

The **2014 Annual Meeting** of the Western DSI Region will be held in Napa, CA, at the Embassy Suites Hotel. Submission deadline is **October 1, 2013**.

■ NOVEMBER 2014

November 22 - 25

The **45th Annual Meeting of the Decision Sciences Institute** will be held in Tampa, Florida, at the Tampa Marriott Waterside Hotel and Marina.

■ NOVEMBER 2015

November 21 - 24

The **46th Annual Meeting of the Decision Sciences Institute** will be held in Seattle, Washington, at the Sheraton Seattle Hotel.

For updated 2013 regional meetings listings, visit www.decisionsciences.org/regions/default.asp

Decision Sciences Institute Application for Membership



Name, Institution or Firm _____

Address ☐ Home ☐ Business _____

Phone Number _____

Dues Schedule: ____ Renewal ____ First Time ____ Lapsed

(circle one) U.S./Can. International

Regular Membership\$160 \$160

Student Membership\$25 \$25

(Student membership requires signature of sponsoring member.)

Emeritus Membership\$35 \$35

(Emeritus membership requires signature of member as a declaration of emeritus status.)

Institutional Membership\$160 \$160

(You have been designated to receive all publications and special announcements of the Institute.)

Please send your payment (in U.S. dollars) and application to:
Decision Sciences Institute, Georgia State University, J. Mack Robinson
College of Business, University Plaza, Atlanta, GA 30303. For more
information, call 404-413-7710 or email dsi@gsu.edu.

CREDIT CARD INFORMATION: ☐ Visa ☐ MC ☐ AmEx ☐ Disc.

Total amount \$ _____

Card No. _____ Expires: ____/____

Card Holder's Name _____

Signature _____

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