

DECISION LINE

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PRESIDENT'S LETTER

Let's Rendezvous in Baltimore



Maling Ebrahimpour, University of South Florida St. Petersburg

These past months have been very trying as the Institute copes with the loss of Carol Latta as executive director, but I want to start by reassuring you, DSI members and our colleagues, that the board and home office are working hard to uphold the integrity and day-to-

day operations of the organization. The search committee for the executive director has created a list of candidates who will be interviewed in the next several weeks. Our goal is to have a new executive director in place by January, 2014. In addition, the other committees have been working on various charges, and the new information system should be up and running by the time we see each other in Baltimore for the annual conference.

Program Chair Funda Sahin and her team are working tirelessly to put together a worthwhile conference for the membership. In fact, I believe this year's conference is right on the mark in terms of dealing with the latest topics in decision sciences, namely, business analytics. Although, due to the nature of our organization, we welcome research projects in all areas of decision making, this year's conference focus on decision/business analytics is very timely. There are two plenary talks that are related to this theme. Wayne Winston of Indiana University will lead a discussion on sports analytics, while Radhika Kulkarni focuses on how analytics can drive business value. Another highlight of the conference is a special workshop on Microsoft Windows 8 and DreamSpark Premium on Monday. I encourage you to attend this session.

Our doctoral consortium has been used by many students over the years. They have all benefited from it by meeting like-minded individuals and starting their network of friends and colleagues while meeting and listening to the words of wisdom from old-timers and gurus in decision sciences who traveled the same path as a doctoral student. If you are a doctoral student, I strongly encourage you to participate in this event. I still enjoy the network I initiated when I attended this consortium many years ago!

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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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■ MALING EBRAHIMPOUR, EDITOR, University of South Florida St. Petersburg

Are you ready for some steamed crab, learning more about Business Analytics, exploring Inner Harbor, visiting the National Aquarium, listening to presentations about the latest research in decision sciences and healthcare, drinking a Natty Boh, attending a workshop on Microsoft Windows 8 and DreamSpark Premium, or visiting Edgar Allan Poe's home? If your answer is yes to one or more of the above, then pack your bag and join us in Baltimore, the home of the 2013 DSI Annual Meeting, November 16-19. Funda Sahin has assembled a great program, packed with the latest topics in Business Analytics, healthcare, supply chain, and much much more. Baltimore will be sizzling in November. Please make every attempt to join us. You will read more about what Funda has planned for you in this issue.

Elsewhere in this issue you will find more stories about Carol from her DSI friends and colleagues. She is gone but her memory will be with us as long as DSI exists as an organization.

Unfortunately, you will read about another loss that DSI has suffered. Long-time member, Fellow, past president and an all-around-great DSI devotee, Linda Sprague, passed away in September. In this issue, several of her colleagues and friends have written about her contributions to the field and to DSI.

The feature article is written by Professor Niranjan Pati, former dean of Rohrer College of Business at Rowan University. In this article, Dean Pati explains how Incubator helped the entrepreneurship program and was a proving ground for multidisciplinary collaborations. He encourages various colleges and universities to find ways to collaborate with each other and of finding ways to have students involved in more than classroom activities. He proposes that students should be encouraged to attend events such as trade shows and business expositions that will help them gain exposure to many different types of businesses. I am sure you will enjoy reading this article whether or not you agree with the author.

In his Ecommerce feature article, Kenneth Kendall discusses whether or not we can trust our ecommerce recommender

system. He explains the five different types of systems: (1) Individual Judgment, (2) Rule-Based System, (3) Evolutionary Agent, (4) Expert System, and (5) Collaborative Recommendation, concluding that individuals should use different systems for different occasions—and find a recommender system that they can trust and believe in. I am sure you will enjoy reading this article as much as I did.

In the Research Issues feature, Elizabeth Ambos and Kenneth Bartkus address the subject of how undergraduate research experiences prepare students for successful careers. They assert that undergraduate research can provide meaningful benefits to students, university, and society at large. Moreover, the experiences help students meet the demands of complex and dynamic global businesses that are based mainly on innovation.

Danny Samson, feature editor of the Production/Operations Management features, focuses on the need for more innovation research and knowledge. Individuals know a lot, he says, but this knowledge is not crystal clear to most. Danny makes several interesting points in this fascinating article.

In the newly renamed Information Technology and Analytics feature, Coleen and Ceyhun Ozgur have written an article intriguingly entitled "Big Data Talent: Data Scientist versus Business Analyst versus Business User." First they define these three types of professional groups, then they use an example to show how these professions collectively can help solve business problems. Furthermore, they identify universities that offer multidisciplinary programs to meet the need of industries.

Elsewhere in this issue you'll find updates about the *Decision Sciences Journal* by editor Asoo Vakharia and *Decision Sciences Journal of Innovative Education* by editor Vijay Kannan. A report by Carmela di Mauro highlights the success of the fourth annual EDSI Conference. You'll also find many details about the upcoming conference in Baltimore. I hope to see you there!

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



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 for Carol Latta

■ Arlene and I were saddened when we heard of Carol's passing. I had known her for over 30 years. I first met Carol at a Board meeting in Kansas City in the late 1970s. She was then the assistant director of the Institute working for Dennis Grawoig. It was her first meeting with the Institute and its Board. I remember thinking how fortunate we were to attract Carol to the Institute. She was stunning, smart, detailed-oriented, kind, and a step ahead of all us attending that meeting. When Dennis became too ill to serve as director, Carol stepped in without missing a beat.

I got to know Carol up close and personal when I served as the Institute's president in the mid-1980s. I know I speak for all our presidents when I say that she was the glue that kept our organization together and made all of us look better than we really were. No detail escaped her scrutiny. She was amazing!

I recall attending a party at Dwight Tabor's house (department chair) in 1994. Carol was there as well. All night long, she would corner Arlene and insist that she attend the annual meeting in San Francisco. As we have visited San Francisco several times, Arlene really didn't want to go. Arlene told me later that Carol insisted that she attend the meeting as I was being awarded the first Dennis Grawoig Award for Service to the Institute. Carol was very persuasive and Arlene attended.

I also recall her unusual office hours. Her office was down the hall from mine at GSU. Often, after teaching my evening class, I would return to the office to drop off my material and I would see Carol on the phone or in her office. She was often there until 11 PM so she could talk to our members on the West coast. Carol was the most dedicated person I have ever known.

It's hard to conceive of the Institute without her presence. We will survive, but it will never be the same.

—Harvey Brightman, DSI Fellow, Georgia State University

■ I met Carol in the Decision Sciences department, 1140 Urban Life Building, during September 1984, as the assistant executive director of what was then AIDS. Very personable, she left an indelible impression on me as a friend, a colleague, and a kind and compassionate person.

My first DSI Annual Meeting in Toronto, Canada, in November 1984, is vivid in my memory. Carol attended to every participant and left them with a feeling that she listened to each and every one of them (yes, indeed). In my first attempt at the paper presentation at the then-AIDS conference, with Harvey Brightman's encouragement, I had a paper presented and published in the 1984 AIDS conference proceedings and also received an Honorable Mention for Best Paper. I felt at home due to the extraordinary warmth Carol showed to me, and to every conference attendee. We went to dinner one evening in Toronto during the conference. This became a regular event with DSI meetings, as Carol coordinated the Georgia State University, Decision Sciences

Department faculty, students (doctoral), and also DSI staff to go for an evening dinner during each DSI Conference since that time.

The camaraderie Carol built with the DSI members is extraordinary and shall live forever. We had light moments, when we could share a laugh and also personal anecdotes. In March 2013, during a long telephone conversation, Carol and I reminisced about every DSI meeting from 1984 until 2012, and talked about a fabulous 2013 Meeting in Baltimore. She very much wanted me to be there in Baltimore and said she would retire as executive director then. How much I wish God would have given dear Carol one more annual meeting.

I remember the theme song to "Cheers,"





a theme that said “where everybody knows your name . . . and they’re glad you came,” that Carol embodied for DSI.

The memories are great. What is even greater is the assurance that Carol lives in all of the DSI members’ hearts, as we begin the 2013 Baltimore Meeting.

—*Jagan Vijaya Raghavan, Wisconsin and North Carolina*

■ Carol has served DSI faithfully and provided great leadership. We all owe her a debt of gratitude.

—*Naresh K. Malhotra, DSI Fellow, Georgia Tech*

■ As former president of the Academy of Management, I have been a relative outsider at DSI, but Carol always treated me great and made me feel very welcome. What a classy professional to represent DSI. We were fortunate to have her.

—*Fred Luthans, DSI Fellow, University of Nebraska*

■ Carol added immense value to the activities of DSI, and managed to do it with not only an impressive competence but an irrepressible sparkle. Her legacy will be long and fondly remembered.

—*Fred Glover, DSI Fellow, OptTek Systems*

■ It would be an exaggeration, although actually a quite modest exaggeration, to say that for the past 45 years, give or take and on and off, I’ve been thanking Carol for some act of kindness, some favor, or whatever that bailed me out of some particular Institute-related trouble that I managed to get myself into. And as a two-term editor of *Decision Sciences* I needed more acts of kindness, more favors, and more bailing out than most. This all-too-brief message will have to serve as my personal “Thank you, Carol” for all the help that she’s given to me over the years and, more than that, for her friendship.

—*Ira Horowitz, DSI Fellow, University of Florida*

Call for Nominations: Carol J. Latta Memorial Award for Outstanding Early Career Scholarship

The Carol J. Latta Memorial DSI Emerging Leadership Award for Outstanding Early Career Scholarship will be awarded annually at the DSI Annual Meeting to an early career scholar in the Decision Sciences field who has served the Institute and its goals. The recipient will receive a plaque and a token financial award, which is funded by DSI and the Carol J. Latta Memorial Fund.

To be eligible for consideration, the applicant must be nominated by a faculty member or academic administrator. Nominators must submit a nomination letter describing the basis for the recommendation along with the candidate’s curriculum vita. Recommendations may sent electronically to DSI@gsu.edu with

Carol Latta Memorial Award in the subject line. Paper nominations may be sent to:

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

All nominations must be received by November 5, 2013.

Award Criteria

This award shall go to an emerging scholar in the decision sciences disciplines who has earned his or her terminal degree (e.g. PhD, DBA, etc.) in the previ-

ous five (5) years. Evidence of excellence in research, teaching, and/or service to DSI may be provided as an appendix to the recommendation letter (limited to five pages, Please do not include full journal articles.). Such evidence may include documentation regarding Institute-related professional service (DSI committees, reviewing, session chair, track chair, etc.), teaching performance (teaching award, new course development, etc.), and scholarly research (publications in *Decision Sciences*, *Decision Sciences Journal of Innovative Education*, and other highly-regarded journals in the decision sciences field and presentations at DSI meetings). The awardee must be a member of the Institute in good standing. ■

Focusing on University-Wide Entrepreneurship and Using Incubators as Proving Grounds for Multidisciplinary Collaborations

by Niranjan Pati, Rowan University



Niranjan Pati

served as the dean of the Rohrer College of Business and a professor of management and entrepreneurship at Rowan University, 2008-2012. He also served as the dean of the

School of Business at Indiana University Kokomo for seven years. He earned a PhD and an MS from Northwestern University, Evanston; an M.Tech from Indian Institute of Technology; and B.Tech with distinction from Ranchi University, India. He has served on the "Peace Through Commerce" Taskforce of the AACSB International and is the founding chair of its AACSB affinity group. Recently, he has guest-edited two special issues of the International Journal of Business Insights and Transformation. In 2007 he received the "Distinguished Hoosier" award from the Indiana governor, one of the highest civilian awards conferred in that state. The opinions expressed by the author do not necessarily represent the views of Rowan University.

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Decision science, management science, and operations research have always been in the forefront of entrepreneurship by redefining possibilities. For instance, the PageRank algorithm that made Google what it is now has its secret sauce in the eigenvector of a matrix. Karmarkar's algorithm (1984) gave rise to a slew of algorithms and techniques that benefited not only the employer of the inventor, AT&T, but also benefited major corporations such as Hughes Aircraft Company, Hitachi, IBM, Microsoft, and SAP Ag, to mention a few. David Girouard, former head of Google's apps division, designed an algorithm to shortlist young entrepreneurs for investing in them (Roush, 2013). The use of algorithms has reached social enterprises as well, for instance, Michael J. Fox's Foundation for Parkinson's Research. Thus, our quantitative disciplines have produced hidden science that is embedded into the entrepreneurial art of making things, adding values, providing service, and making our world a better place to live and enjoy.

Entrepreneurship, innovation, and creativity are considered to be a part of the domain of learning in business and engineering curricula at a majority of universities for a long time. But the time has now come to embrace a new paradigm in proliferating entrepreneurship university-wide into university life. Innovation and creativity that manifest in entrepreneurship cannot evolve from science alone. Arts in all possible forms, education, communications, and other soft areas must be a part of the enterprise fabric because entrepreneurship is as

much an art as a science. The campus has a lot to learn and share when students and faculty, faculty and faculty, and students and students work with external stakeholders to create lasting values.

The new phenomenon of creating one's own job as opposed to working for an organization has been a significant shift partly due to the downturn of economic events of the past five years. Simultaneously, the barriers to launching entrepreneurial ideas have been lowered for break-away ideas due to the advent of non-traditional funding sources such as peer-to-peer lending, e.g., PROSPER, Revolving Loan Fund (RLF), Royalty Financing, Idea Café, bootstrapping, and crowd funding, to name a few. Investors are getting acclimated to hearing ideas from elevator pitches to polished powerpoint presentations. Traditional business plans are giving way to the back-of-the-napkin guesstimates. Networked economy has accentuated the launch of enterprises even without adequate infrastructure because the costs of failures are insignificant compared to the benefits of success. Further, the traditional notion of launching a technology-oriented business based upon discovery and intellectual properties has given way to incremental improvement that addresses an unmet niche, such as iCracked.

Several campuses have taken leadership in building entrepreneurship experience into their general education curriculum to introduce and integrate entrepreneurial thinking. These experiences are further reinforced in capstone classes. The impetus for making entrepreneurship experience available to all

students was reinforced by a report from the Kauffman Foundation panel report (2008) that posited “transformation of an innovation into a sustainable enterprise that generates value.” President Hutton (2008) of Utica College provided the ingredients for implementing entrepreneurship in our universities. His entrepreneurial agenda was comprised of reinforcing and cultivating a culture of entrepreneurship, coding entrepreneurial intent in the vision statement of the university and a strategic plan to pursue the vision, developing a framework for implementation and analysis, expanding entrepreneurial perspectives to international programs, committing to integrated marketing efforts, financing the aggressive entrepreneurship agenda, and, last but not least, developing a system for financial analysis for closing the loop in decisionmaking to support entrepreneurship.

Proving Ground—The Rohrer College of Business Incubator

Rowan University’s experience in trying to integrate entrepreneurship experience across the curricula has produced mixed outcomes and will remain a work-in-progress for a long time. The Rohrer College of Business (RCOB) took the lead in this effort by making its mission explicit: “In partnership with the Center for Innovation and Entrepreneurship, the Rohrer College of Business promotes entrepreneurship throughout the University and in the regional community” (RCOB Mission Statement, 2008). We took charge of a fledgling Center for Innovation and Entrepreneurship and sought partners throughout our university and business communities. Simultaneously, the university was opening the South Jersey Technology Park (SJTP) from a grant of \$5.8 million awarded by the New Jersey Economic Development Authority (NJEDA). A gift received from a south Jersey philanthropist, Sam Jones, added to the resources and established the Samuel H. Jones Innovation Center as the first of 25 buildings in the master plan for the park.

The opportunity arose in October, 2008 for the Rohrer College of Busi-

ness to leverage its resources to foster experiential learning and Project-Based Learning (PBL) initiatives, reinforce entrepreneurial mindset in the college, university, and in the region, and to help technology-based business incubate and grow. At the launching of SJTP, the Rohrer College of Business took a bold step to open the Rohrer College of Business Incubator (RCBI). The College knew very well that the intangibles of such an initiative will outweigh the investments made in terms of meeting its mission to bring real-world learning to its students, engage its faculty in pragmatic teaching, relevant research and service, and make the region a launching pad for technology-based businesses. Thus, RCBI was the 13th business incubator in New Jersey and second of its kind appropriated by a college of business in New Jersey. The incubator had the explicit mission to provide services for emerging, high-growth technology businesses in our service region. Designed to meet the needs of even the newest entrepreneur, the RCBI offers a “big company” lifestyle to small companies by ensuring that costs are kept low while service levels meet the needs of today’s businesses. Entrepreneurs were afforded access to Class A commercial space, and a rich network of business resources invaluable to their development and success. Fully equipped laboratories were provided on an “as needed basis” as access to an influential group of angel and venture capital investors.

The legal process of establishing an incubator was also critical in terms of avoiding ambiguity in its future operations. The universities that have law programs can take advantage of utilizing their students and faculty to develop the Memorandum of Understanding and contracts. In our case, it meant developing a boiler plate by the interim director, intricately going over the details by yours truly to make sure that all the ground was covered, and then working with the Vice President of Administration and Finance and the General Counsel to get their concurrence. The specific issues we laid out in the contract were what type of companies are appropriate candidates for RCBI, application and selection pro-

cesses, including the point at which a business should apply for an entry into the incubator, workspace requirements specific to a tenant, infrastructure support provided by RCBI, and when to expect our tenants to graduate. Soon, we developed a similar set of documents for “virtual” incubator tenants when we saw we could not accommodate more physical tenants but deemed it necessary to provide our service to help businesses that needed our support services without demanding physical space.

We launched the incubator in October, 2008, with four tenants with completed signed lease agreements. Two additional companies populated after the initial launch. The tenants of January, 2009, included a medical device start-up company, Focal Cool, that develops technology that reduces tissue damages from heart attacks and strokes. The company was awarded an NIH Phase II SBIR grant to develop an improved catheter design. The company’s management, comprised of a Rowan University engineering professor, two engineers including a Rowan engineering graduate, and several engineering student interns.

The second company, French & Parrello Associates (FPA), is a full-service engineering firm that provides innovative design service in mechanical, electrical, plumbing, geotechnical, bridge, highway, traffic, water resource, and site development engineering. The organization serves four principal markets which include transportation/infrastructure, communications, private land use and facilities, and public land use and facilities.

The third organization, Provonix, is a contract research organization focused on providing individualized clinical trial solutions to meet the complex needs of pharmaceutical, biotechnology, and medical device companies. The company provides its customers with a cost-effective means to set up, conduct, and report clinical trials in a timely, high-quality, and ethical manner.

The fourth company, SocialReach, is an ad network for social networking websites. It leverages relationships with thousands of advertisers across the world to help social application developers

monetize their applications. SocialReach has quickly grown to the third largest Facebook ad network as a result of their proprietary advertising platform and optimization technology. The organization was launched by a Rowan Business graduate after he developed the idea in his dorm room.

The fifth organization, Strategic Billing Enterprises (again, launched by a Rowan graduate), had the objective to perform automated accounts receivable services as an insurance billing contractor.

The sixth organization to occupy physical space in the incubator was SureID. This organization was set up to enable health delivery operations to reduce theft, minimize errors, improve inventory control, and increase staff efficiencies with scalable, fully integrated solutions that automate medication-use security. The organization's goal was to provide cost-effective solutions that are easy to use and deploy without changes to existing workflows.

The CIE submitted a proposal for incubator funding to the New Jersey Commission on Science and Technology (NJ CST). A grant of \$65,000 was awarded for the provision of mentoring services, technical seminars, business plan support, and mini-grant programs to incubator tenants during the 2009 calendar year. An additional grant of \$30,000 was awarded for program development/enhancement by the New Jersey Business Incubation Network. Extensions were requested for 2008 funding, totaling \$150,000, due to timing issues and changes in the primary investigators on the grants. CIE applied and received an extension on a 2011 NJ CST grant in support of the RCBI. Four \$2,500 mini-grants were awarded to resident tenants. Six travel grants totaling \$6,000 were awarded to tenants who applied. This grant also supported the Technology Certificate Program described later in this report.

Until the end of the academic year 2011-12, the incubator had produced one successful graduate, one company moved on, and another company preferred to be a virtual tenant. In their place we have added two more companies. The first is DNJ Pharma, owned by a Rowan faculty that is

engaged in pharmaceutical research. The second is Financial Engineering Institute that provides software to accounting firms for online accounting. This organization is managed by Rowan alumni and has two alumni and several interns employed in the incubator.

After RCBI introduced "virtual tenancy" at the incubator, as of March, 2012, there were 10 virtual tenants with a variety of technological breadth, such as development of smart phone applications, hospitality management software, virtual personal trainer software, self-publishing music web portal, healthy choice food selector for smart phones, office product software, consulting engineering, new and innovative tanning products and application methods, innovative building products to reduce snow accumulation, innovative video streaming software, flexible LED-based video displays, and software to manage infectious disease information. About five of these companies are owned/managed by Rowan alumni. These virtual tenants receive all the amenities of a resident incubator (meeting space, mailbox, Rowan resources) but without the physical floor space.

The fastest growing company in the incubator was SocialReach, founded

by a Rohrer College of Business alum from 2008, Stephen Gill. The company, originally started in a Rowan dorm, quickly outgrew the incubator space and expanded to a threshold size of 13 employees in September, 2009, from three, when it moved in to the incubator. The company graduated from the incubator in October, 2009, and moved to Philadelphia. The company, now known as Leadnomics, was ranked #48 in 2011 and #26 in 2012 rankings of Fastest Growing Company by Inc. 500 (www.leadnomics.com). Stephen Gill, CEO of the company, recognizes the assistance provided by the incubator in his company's formative years. Also, he makes no secret of the fact that the incubator could do more, but he fully understands that it was the beginning phase of the incubator when his company moved in.

The incubator employed several business interns drawn from business, engineering, arts and sciences, communications. The Center for Innovation and Entrepreneurship employed graduate assistants and student interns who learned the ropes of entrepreneurship by interacting with incubator tenants on a daily basis to develop a deeper understanding of entrepreneurial success. Most of the incubator tenants were assisted

Niranjan Pati Dean of the Rohrer College of Business presents Stephen Gill with a graduation plaque upon his graduation from RCBI in October 2009.



through the Rohrer College of Business' program, Project Based Learning (PBL), initiatives. By working with the tenant organizations, our students from all disciplines learned how values are created from very little resources by generating new business concepts, rethinking organizational processes and structures, utilizing new technologies, developing networks, and leveraging connections, among others. Our faculty gained a lot in terms of self-actualizing their experiences to help businesses create values pro bono. They took the examples of success and "teachable moments" of failures to their classrooms to help students learn theories tempered by the realities of the marketplace.

Start-up companies that cannot afford to invest in organizational structures, intellectual property, The Rohrer College of Business Incubator engaged Incutate, LLC, an offshoot of Lauletta Birnbaum, LLC (a boutique law firm serving the needs of technology companies throughout the country in various industries and in various stages of business to provide counseling, advice, mentoring, and support) for the businesses present in the Incubator. Incutate serves the needs of start-up and emerging growth companies in southern New Jersey. In this new collaboration, Incutate will provide regularly scheduled presentations, roundtable discussions, mentoring, and access to a team of entrepreneurs, venture capitalists, and professionals to support the Center's incubator clients as they move to commercialize their products and grow their businesses. This connection is intended to help protection, legal advice, financial and accounting guidance, and other commercialization support.

The Conduit—Center for Innovation and Entrepreneurship

Rowan University's Center for Innovation and Entrepreneurship (CIE) is a conduit for multi-disciplinary, university-wide efforts dedicated to promote and reinforce innovative thinking and an entrepreneurial view of opportunity recognition and realization. The CIE,

supported and operated by the Rohrer College of Business, manages various programs and projects that influence Rowan and the surrounding area with the objectives to reinforce and cultivate entrepreneurship. It is designed to positively impact students, the university, the regional economy, and the state of New Jersey. The CIE is responsible for conducting activities as follows.

Business Plan Competition. The faculty in entrepreneurship discipline work in tandem with the CIE to host an annual business plan competition which is open to the students of the entire campus. This has been a flagship event and the prize money of \$10,000 is provided by the Rohrer College of Business. The competition includes an extensive vetting process running from September through March/April, which is coordinated through the CIE office. The CIE works with students on their plans, coordinates judging procedures, analyzes results, and coordinates the final event. The competition is open to Rowan students (graduate or undergraduate) only. A new web-based platform, iStart, created by the Kauffman Foundation, administered and managed the competition in 2011-12. In the same year, there were 72 plans submitted initially, 61 from undergraduate and 11 from graduate students. Fifty-six judges evaluated the proposals online to shortlist the proposals down to five for final business plan presentation to a group of four business leaders. The first place (\$5,000) cash prize winner was a College of Liberal Arts student—Social Science & Humanities. The other four winners were from the Rohrer College of Business and two of them were from the entrepreneurship major. The final presentation had about 100 people in the audience.

Elevator Pitch Contest. CIE in partnership with the entrepreneurship faculty developed an elevator pitch contest in 2008 with two events, one in fall and another in spring. CIE manages the logistics of the contests—such as developing marketing materials—coordinates judges and judging materials, oversees

the web-based iStart portal to manage entries, assign judges, analyze results, and coordinate final events. The level of interest in the competition can be gauged by 89 entrants in fall 2011 and 61 in spring 2012. Fifty-seven judges in fall 2011 and 43 in spring 2012 shortlisted these proposals down to 24 for final presentation. About 50% of the final presenters were non-business majors, showing a campus-wide interest in the event. The top three winners were supported by the College of Business to participate in the National Elevator Pitch competition organized by the Collegiate Entrepreneurship Organization (CEO).

Project-Based Learning (PBL). The CIE manages Rohrer College of Business' project-based learning activity. This program matches students with industry-based clients to engage in a project for the client. A typical student team of three to four students works with the client on various projects including Business Plans, Strategies and Marketing Plans, etc. Based on the feedback from the clients and students, this program is quite successful. The clients benefit as they will get a deliverable at no cost to them, which is unique because several business schools nationwide charge a fee for such services that require substantial time commitments from participating faculty and students. The students benefit from having a real-world application to enrich their learning experience, and faculty use the knowledge base to write case studies and to improve their pedagogies in terms of Scholarship of Teaching and Learning (SOTL).

In the 2011-2012 academic year, there were 58 project proposals. Only 30 projects were selected by the faculty and students out of which eight of the completed projects were for RCBI tenants. Eight projects were completed by graduate student groups. The projects were primarily related to strategy development, feasibility analysis, dynamic website development, design of information systems, employee manual creation, marketing plan development, and database development, among others.

Entrepreneurs Forum of Southern New Jersey (EFSNJ). EFSNJ was created as a 501(C)(3) organization to give entrepreneurs and their service providers a forum in which to learn and network and a way to continually improve their knowledge and leverage resources to enhance entrepreneurship culture. It conducts its business primarily through a series of monthly meetings that combine networking and professional development. Events are held at the South Jersey Technology Park in the classroom. The CIE manages all the activities including event coordination and marketing for the EFSNJ. Events and training operations are supported by sponsorships, and Rohrer College of Business provides personnel and infrastructure support. Typically, the meetings are formatted for a half-hour networking session and a one-hour learning session. The topics of the sessions are of interest to entrepreneurs in growing or managing their business. The networking provides opportunities for participants to meet additional entrepreneurs. Some of the topics covered in the 2011-12 academic year were Advance Facebook Techniques, How to Look Good Behind a Podium, What Employers Must Know about Facebook and Social Media, Research Tools to Help Grow Your Business, Identity Theft in Business, The Keys to Unlock Growth in your Business, Outstanding Relationships Generate Much Business, Reverse Angel Fair—Angel Investors answer your questions, and several others. The Rohrer College of Business faculty members in the entrepreneurship discipline drive most of the topics by providing their service on the Board of Directors. These sessions are also kept open to Rowan faculty and students to enable them to network with EFSNJ members and learn shifting paradigms in business.

Nonprofit Development Center of Southern New Jersey. The Nonprofit Development Center (NPDC) of Southern New Jersey is a 501(C)(3) resource organization dedicated to helping nonprofits work more efficiently and collaboratively. The goal of the NPDC is to provide training, grant assistance and

shared resources for nonprofit organizations in southern New Jersey. The NPDC holds a series of effective workshops throughout the year. The workshops are held at the South Jersey Technology Park with the larger events held in the University Ballroom. The CIE manages the marketing and day-of-event activities. During the 2011-12 year, NPDC held several workshops including a two-day Grant Writing seminar and a panel discussion for not-for-profit organizations. About 307 people attended NPDC events in 2011-12.

Technology Entrepreneurship Certificate. Rowan University's Certificate in Technology Entrepreneurship focuses on those with an interest in technology start-ups. Emphasis is placed on technology-based business. A four-day course is held over four weeks, from 8:30 a.m. to 4:00 p.m. Breakfast and lunch are provided. The certificate program was introduced in spring 2011 with great success and was offered again, in fall 2011. The course is taught by Rohrer College of Business faculty and industry-leading professors. Topics discussed are necessary in creating successful and scalable ventures. Both the spring 2011 and fall 2011 courses were subsidized through the extension of the 2010 NJCST grant obtained in 2008. The grant has since been closed due to decommissioning of NJCST by the state. However, based on the popularity of the program, CIE has begun to offer the certificate for a fee starting in fall 2012.

Celebrating Success: Young Entrepreneurs of the Delaware Valley. The EFSNJ holds a mega-event in the fall to honor young entrepreneurs in the tri-state region. The event is supported by sponsorship and the prizes are typically a mix of cash and in-kind products. Several sponsors participate at various contribution levels. The event was held at the Valley Brook Country Club in Blackwood, NJ, in Fall 2011. Over 200 people attend and motivational speakers are invited to keynote the event. CIE manages the logistics of the competition in terms of the application process, marketing material,

web-based registration, and day-of-event activities.

Intellectual Infrastructure

The key driver of entrepreneurship across curriculum is faculty leadership and adequate staff support. The Rohrer College of Business is fortunate to have the support of four committed faculty members who work together in concert. The college is fortunate to have an endowed chair position, the Rohrer Endowed Chair in Entrepreneurship, which gives us the ability to attract national talents to take leadership in teaching, research, and service to the profession and community. It is very important that the endowed chair is committed to innovation and entrepreneurship across the campus and curriculum, not just in the College of Business. The roles of the endowed chair should be those of bridge builder, resource builder, and opportunity creator. For instance, our current Rohrer chair saw an opportunity in the establishment of a pre-professional work program within the Career Management Center at Rowan University. The model leveraged Federal Work Study (FWS) and Institutional Work Study (IWS) Funds to match the requirements of individual academic units with the level of expertise available in our students looking for work-study engagement. As we all know, our current model is ad hoc in recruiting work-study students. This model was piloted in fall 2011 with desirable outcomes. These student-run employment agencies have the ability to be scaled to a professional realm outside the university.

Summing It All Up

I believe we have a lot to gain if our business and engineering colleges take it upon themselves to expand entrepreneurship across disciplines and curriculum. It is no denying the fact that the opportunities for entrepreneurship and innovation exist in all disciplines and colleges. Based upon my experience at two incubators that I helped develop as dean for 11 years at two business schools, I believe universities need to provide the

resources to build incubators where the faculty from all disciplines, and students from all majors, can roll up their sleeves to collaborate on their strengths while learning from each other in their usual areas of vulnerabilities. Having skin in the game changes the dynamics of our learning for better. Our incubator was singled out as part of our continuous improvement by the chair of the AACSB Peer Review committee in his congratulatory letter to my successor (Ebrahimpour, 2013).

Students should be urged to shy away from the popular folklore of becoming a billion-dollar business in four years. Rather, they should be engaged in disciplined thinking. Apart from exposing our students to successful entrepreneurs, we must make the effort to bring in the entrepreneurs who could not succeed but who learned from their failures. It became apparent, in my conversation with Steve Gill (of Leadnomics

discussed above), that we don't give our students the guidance and opportunities to visit trade shows and business expositions. He said he learned a lot of business cues by visiting such shows. Our generation of student entrepreneurs must be global-savvy and, thus, must be exposed to global thinking. Would not it be wonderful if all our students worked for themselves? Of course, that happens in Utopia.

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NAMES IN THE NEWS



Krishna Dhir has just completed "12 eventful and stimulating years at Berry College, which have been most satisfying, professionally, socially, and personally" and has accepted an appointment as dean of the College of Business and Economics at the University of Hawai'i at Hilo, his alma mater, effective September 1st.

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to check and recheck the recommender system and ask simple questions:

1. Is the recommender system suitable for the decision I'm making?
2. Does the recommender system use the appropriate method for my decision?
3. Is the recommender system trustworthy?
4. Does the recommender system allow me to keep my information private?

So you will want to use a different recommender system when you want to buy a cup of coffee, see a movie, buy a car, or choose a restaurant. But even more important, you'll want to find a recommender system you can believe in.

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■ KENNETH E. KENDALL, FEATURE EDITOR, Rutgers, The State University of New Jersey

Do you ever wonder why you help a friend make a decision and then, on the way to implementing the action, he suddenly changes his mind? Sure, it is embedded in our culture to get a "second opinion," but I wouldn't consult a sommelier to validate the decision on an upcoming surgery. As we all face decisions, we rely on a variety of experts, friends, ourselves, and even software applications to tell us what our best alternatives are. This month's column discusses recommender systems and how they have changed over the last 15 years.

To Be(lieve) or Not to Be(lieve): Can We Trust Our Ecommerce Recommender Systems?

by Kenneth E. Kendall, Rutgers University

Recently I had a friend who called me up and asked me what printer to buy. I know I'm not an expert on the subject, but I have subscriptions to many computer magazines and tech blogs, and generally possess access to a wealth of information on specific devices. In addition, I know the reality of the companies that manufacture the devices. I also teach courses on decision making and emerging information technologies, which include the broad decision support tool known as a recommender system.

After talking with my friend about his needs, his customs and habits, the location of the printer, his ability to set it up properly, and the amount he can afford, I found a list of three alternatives and ranked them.

He thanked me.

When he was at the store he talked to a random salesperson who told him to buy a fourth model, one that was not on anyone's recommendation list.

How did this happen, I wonder?

Did my friend, who has known me for 25 years, value the salesperson's advice over mine? (He was someone my friend had never met before and will probably never see again.) Yes, he did. Why? I don't know.

The salesperson probably was speaking in good faith. I said "probably" because, many years ago, I went to a store to buy a Series 2 TiVo DVR that

was announced the previous month, and the store salesperson told me to get the Series 1 instead. After asking a series of questions, the salesperson confided in me that it was store policy not to sell the new model until all of the older models were gone.

So supposing good faith, how do salespeople help someone make a decision? Do they own 10 printers and know which one is best? Do they take a scientific poll? Do they recommend the cheapest printer because that's all they personally can afford?

So here we are in 2013 in an exciting ecommerce world where it is possible to find alternatives, get expert ratings, use collaborative-filtering, and take advantage of crowd-sourcing, along with the latest search engines.

Five Broad Types of Recommender Systems

Here's a simple example of finding a TV show to watch:

1. You turn on the TV and flip through the channels to find a program to watch.
2. You set your DVR to record every episode of your favorite show.
3. You buy a TiVo and let TiVo choose what to record by observing what you've watched before.



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<http://www.thekendalls.org>

4. You pick up a paper and read a review by a critic who tells you about a show you can't miss.
5. You look at the results of other viewers' recommendations by using a system like Rotten Tomatoes.

These methods of generating alternatives to help make a decision include the following:

Individual Judgment. The first recommender system mentioned involves surfing, but in this process you trust your own judgment. If the decision is simple or the attributes easy to assess (like what coffee you like to drink), then you are the right judge to choose the best option.

A Rule-based System. The second recommender system is a way to set your preferences and is a rule-based, inflexible recommender system. A good way to make decisions is to identify your preferences before the decision occurs. Another example of this is to set your preference for an aisle seat on an airplane. These "profiles," as they are called, make it easier for us to get information we want and disregard information we don't need.

The Evolutionary Agent. The third approach is to use a recommender system that involves an evolutionary agent (a software application) that changes over time while observing your actions. You relinquish control over the identification of alternatives (not the decision itself), but a good evolutionary agent should make your decision a lot easier. I love my TiVo. It finds wonderful alternatives I don't have the time to seek out.

The Expert System. The fourth recommender system is based on experts. Experts take more time and have more resources than our friends. An expert can test 10 automobiles and come to a conclusion. Your friend has only one.

Collaborative Recommendation. The fifth recommender system is based on opinions of peers. An example would be to develop a list of restaurants and allow people to rate each restaurant they have visited.

So to decide on your purchase, you will hopefully choose the right recommender system. If something is expensive or you do not have the resources to explore many options, you might rely on an expert. If you want help running in the background, you may get an evolutionary agent.

If the decision involves repetition, you might rely on your peers (to suggest a movie or restaurant, for example) or even seek the advice of the masses in a restaurant survey or movie website such as Rotten Tomatoes. Or, you might simply rely on your own judgment, because if your friend suggests a Venti and you only want to invest in a Grande, it doesn't matter what your friend says.

How Recommender Systems Have Changed

Ecommerce has changed the way we make decisions. It has made it easier for us to enumerate and compare the alternatives.

But the early promising recommender systems have disappeared. Net Perceptions, Inc. (developer of early Amazon.com and Movie Critic systems) has, for the most part, disappeared. Gomez had an excellent site that made recommendations for online shopping, hotels, brokers, etc. but that is long gone. These were ventures that never quite found the right business model.

Zagat was a rating service for restaurants and hotels. They even started rating Broadway plays and musicals for a period of time. It was extremely successful, but was recently acquired by Google. Other restaurant, hotel, and travel recommender systems have sprung up lately, but the data they aggregate has not been acquired in a scientific manner. These systems tend toward crowd-sourcing, which involves a different population and may not represent those who enjoy dining at certain restaurants, for example.

Content-based filtering has improved. Content filtering is based on user preferences for the products, services, or issues presented. Feedback from users (like the TiVo "thumbs up" or "thumbs down" system) can accelerate the process

of setting preferences for an individual. Social networking plays an increasing role here as well.

Collaborative filtering has become narrower in the last 15 years. Content filtering assumes that software applications can match users with similar ratings of certain products or ideas, then predict what a user will want.

Location, Location, Location

A relatively new type of recommender system is one that is location based.

You can get an app for your mobile phone (like MapQuest) that suggests you take an alternate route since it knows where you are and where traffic is slow.

Uber is a mobile app that allows you to book a town car or taxi in certain cities. While on the customer side it is simply an app to hire a car, on the business side it recommends opportunities for drivers who are close to the point of origin to pick up a passenger if they desire.

Other apps are location-based near-recommender systems. The app called OmniFocus, which I have mentioned here before, allows you enter a to-do list, note the location where you need to be to fulfill the task, then let OmniFocus remind you that you are near a location where you can check off an item as "done."

To Believe or Not to Believe

So, indeed, our recommender systems have changed over the last 15 years. Some recommender systems have improved while others have decayed to some degree.

Was the salesperson who helped my friend buy his printer, honest? I'm sure he was, but he probably just recommended the printer he would buy for himself. He, unlike my friend, had tougher purchase decisions to make, like whether he should buy a higher quality printer for himself or spend the money on his textbooks for this semester.

Validity and trust are crucial when it comes to using recommender systems. We need to keep reminding ourselves

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Preparing Students for Successful Careers: The Role of Undergraduate Research Experiences

by Elizabeth L. Ambos, Council on Undergraduate Research;
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Preparing undergraduate students for successful careers is a fundamental tenet of business schools. Traditionally, this has been accomplished through the development and implementation of a relevant curriculum as well as through related opportunities for professional growth, such as student clubs, paid internships, and study abroad programs. One additional opportunity that has been shown to provide meaningful benefits is the undergraduate research experience in business. Bartkus (2007) and others (Bartkus, 2008; Bartkus, Olsen, Mills, & Hills, 2010; Olsen & Cooney, 2011) have argued, however, that it remains underutilized in business schools.

But there is emerging evidence that this may change in the near future. Benli (2012), for example, has argued that the practice of research has spread to institutions that historically did not incorporate it into faculty members' roles and responsibilities. With more faculty engaged in research, the opportunities for students to collaborate with professors can be expected to increase as well. Similarly, Brownell and Swaner (2010) have cited undergraduate research experiences as one of five high impact practices in higher education that act to increase students' retention, graduation, and success. Given that current involvement in undergraduate research experiences in business is relatively low, it would appear that business schools are well-positioned to leverage these opportunities.

Additional support for undergraduate research has been seen outside the walls of academe as well. Business, industry, and governmental entities (including

defense) have become increasingly engaged in the development of educational pathways that can effectively prepare students for successful careers. In this context, it would seem that undergraduate research experiences would be a viable means of accomplishing this objective. To better understand this, consider the results of a recent survey of employers conducted by Hart Research Associates on behalf of the Association of American Colleges and Universities (AACU). Employers were asked which practices they thought would best prepare students for workplace success. Topping the list, 95 percent of employers said they "give hiring preference to college graduates with skills that will enable them to contribute to innovation in the workplace" (p. 1).

The Council on Undergraduate Research (CUR) explored the relationship between innovation and undergraduate research and concluded that innovation, in the form of translating research discoveries to commercial use, is a highly desired outcome of undergraduate research experiences. As such, the organization's elected governance body voted "innovation" as one of its top five strategic priorities.

Second, the survey also revealed that employers think students should be required to apply their learning to real-world settings and to conduct research using evidence-based analysis. Additionally, nearly all of those surveyed (93%) agreed with the statement "a candidate's demonstrated capacity to think critically, communicate clearly, and solve complex problems is more important than their undergraduate major" (p. 1). Why is

this relevant? Because, as Brownell and Swaner (2009) note: "Studies associate undergraduate research with the development of research skills and problem solving skills" (p. 5).

Trends in Undergraduate Research Experiences in Business

The Research Group framework at Utah State University was proposed by Bartkus (2007) as an alternative to traditional undergraduate research models and developed with the objective of providing students with a more meaningful experience. What largely distinguishes this framework from other models of undergraduate research is its organizational structure. Students and faculty work collaboratively, and are referred to as "associates" and "partners" in order to give students and faculty a sense of identity beyond the parameters of an educational experience. In this sense, participation by students in the Research Group can be likened to an internship (or other form of work experience). This is not incidental. As Bartkus et al. (2010) note: "These titles are intended to reflect the notion that students are gaining relevant work experience, which has been cited as an important consideration for employment (Nair & Ghosh, 2006) and admission to graduate business programs" (Yeaple, Johnston, & Whittingham, 2010). In other words, students can place their participation in the Research Group on their resumes as relevant work experience.

The results thus far have been very encouraging with many undergraduates having been placed into doctoral programs directly upon graduation (with some schools even citing the student's work in the Research Group as qualifying evidence). In addition, student participation in undergraduate research experiences has resulted in the publication of more than 30 co-authored articles and papers.

A review of national trends indicates that undergraduate research experiences in business are increasing in other institutions of higher education as well. Although a complete audit of these activities is beyond the scope of this essay,

some relevant examples can provide a useful summary. For example, Olsen and Cooney (2011) recently built upon the Research Group framework from the perspective of management information systems curriculum. Mirtcheva and Keep (2012) reported that summer intensive undergraduate research programs and undergraduate research experiences have been infused into the undergraduate business curriculum at The College of New Jersey. Ledley (2011) and Ledley and Holt (2012) present models for inquiry-based science courses, which may include undergraduate research elements, as part of the undergraduate business curricula at Bentley University (and, for Holt, at Babson College), making the point that science is such a strong economic driver in today's business world, that business majors need a thorough grounding in science and opportunities to conduct research, in order to understand the scientific discovery process. Sims, Le, Emery, and Smith's (2012) extended assessment of undergraduate research experiences in business beyond the quantitative perspective of headcounting to the qualitative impact of such experiences on a student's life.

A second trend relates to the inclusion of undergraduate research experiences in business as a track in scholarly conferences. For example, while it is not uncommon to have a student track, the Western Decision Sciences Institute was the first known conference to include a collaborative student/faculty research track. Also, there is some evidence that business school involvement at undergraduate research conferences has increased. Whereas Bartkus (2007) cited the dearth of participation at the 2007 National Conference on Undergraduate Research (where business comprised about 2.3 percent of the total), a review of participation at the 2012 conference shows that this has increased to approximately 7 percent. While encouraging, given that business degrees comprise almost 22 percent of all baccalaureate degrees, more growth is warranted.

Third, a review of programs in practice reveals additional growth of undergraduate research experiences in

business. For example, Berry College recently developed an undergraduate research journal in business, the only known one in the U.S. Some business schools have developed more formalized undergraduate research programs within their respective institutions. These include such notable business schools as George Washington University and the Wharton School at the University of Pennsylvania. Some have extended the traditional model to include specialized programs. For example, the Moore Business School at the University of South Carolina has established a model that offers students an opportunity to engage in international research.

Conclusion

The purpose of this essay was to examine the role of undergraduate research experiences in the context of business and to continue the important debate on how to most effectively provide these experiences to students. In this regard, it would make sense to consider the importance of an undergraduate research program on an institution's ability to successfully recruit, retain, and graduate a diverse student body. Although a multitude of factors need to be considered, the major issues seem to center on two areas: (1) the value of undergraduate research itself and (2) how to best incorporate undergraduate research into the curriculum. With regard to value, the evidence is clear: undergraduate research has been shown to provide consistently positive outcomes for students (see, for example, Elgren & Hensel, 2006; Schneider, 2004; Lopatto, 2006). As such, the more salient issue is incorporation. For many institutions, a portfolio approach, in which the curriculum and related activities comprise a bundle of attributes that define the overall educational experience, may serve many needs.

Though undergraduate research can be integrated directly into the curriculum itself (i.e., through a required course), and this is a growing practice at many institutions, it may not be easily achieved in some environments. While it is conventional wisdom that all students

should be required to complete the same business curriculum, beyond that, each student might have more unique needs. This is the argument for having a variety of majors, minors, elective courses, and extracurricular activities; namely, they provide students with the opportunity to tailor their education in a way that best meets their individual needs.

In the current context, we would argue that undergraduate research is perhaps best suited for students desiring to enter a graduate program in business that is founded on science-based scholarship (i.e., M.S. or Ph.D., including PSM—Professional Science Masters). We would suggest that if it is integrated directly into the curriculum, it could be listed as an elective and the enrollment capped at a reasonable level. Finally, we maintain that an undergraduate research experience can be valuable to a student and the granting institution regardless of whether he or she intends to pursue graduate education. Elgren and Hensel (2006) support this proposition as well: “Inviting students to invest intellectually in a project gives them the opportunity to help shape its direction, exert some of their own creativity, and experience the joy of intellectual ownership of the products resulting from their effort” (p. 6). Additionally, Schneider (2004) notes that research programs can “result in more successful and competitive alumni, serve as a selling point for recruiting freshman, provide positive publicity, lead to greater overall productivity, and impart a more mature learning atmosphere” (p. 90).

In conclusion, undergraduate research experiences have been shown to provide meaningful benefits to students, institutions of higher education, and society in general. As a win-win-win proposition, we maintain that additional work is needed to effectively address the challenges of implementing a successful undergraduate research program in business and the decision sciences. In doing so, we can help our students meet the demands of an increasingly dynamic, complex, and global business environment that is fundamentally driven by research and innovation.

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Innovation Research and Knowledge: More Needed

by Danny Samson, University of Melbourne

Innovation is and always has been the pervasive lifeblood of progress in society and of wealth creation at the business level. Consider the things that we generally use and take for granted these days, such as electricity, the internal combustion engine, jet propulsion and the Internet. They all were created by human ingenuity; however, these achievements involved much more than just the ideation step, but also the hard work of scale up for mass use, involving solving problems in the domains of finance, technology, marketing, production and supply chain, and overall business strategies around these. Innovation, being the scale up and commercialization of new ideas, is really important!

How much do we really know about innovation and exactly how it manifests in organizational settings? I think that the phenomenon of innovation is not widely understood nor is it particularly well-taught and learned in business, engineering and science schools. When it comes to professional practice, there is also much variance between how the best businesses implement innovation and the rest of the pack. We need to significantly refine our knowledge of how positive innovation outcomes can best be achieved in a variety of settings, by company size, industry, country/culture and technology base.

For those of us who live and work in relatively high cost economies, it is increasingly difficult to remain competitive in a wide range of industries. Labor and overhead costs in newly developing countries across Asia, Africa and South America continue to drive off-shoring decisions. Increasingly, in these low cost environments, the quality of goods and services is getting better, such that developed world suppliers find their opportunity to claim differ-

tiation based on quality to be diminishing. This leaves only innovation as grounds for competitiveness and, indeed, I claim that innovation is 'the ultimate competitive weapon' in wealth creation terms. This makes innovation even more important, in this and the next decade, than ever before because of the globalization that has led to the cost-competitiveness problems referred to above.

There have been very many studies of innovation, its antecedents and benefits and, indeed, there are whole journals and many books devoted to innovation. However, the success rate is still low on most companies' innovation efforts, as if there is somehow a clear gap between knowing and then, systematically and successfully *doing* innovation.

Let's quickly review what we know and what we don't know about innovation. I propose that we generally know quite a lot, but that what we know is quite coarse-grained.

- We know that there are some important ingredients that make for successful innovation efforts, such as leadership focus, innovation strategy, and well-defined processes for resourcing and progressing innovation projects.
- We know the general importance of measuring and motivating staff towards innovation, and of open innovation processes, including working with a range of stakeholders to create inventions and then scale them up.
- We know about the importance of knowledge management and technological prowess, and of customer focus.
- We know that innovation involves not just the occasional lucky break, but that best practice involves 'systematic innovation capability' involving managing



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portfolios of both incremental and radical innovations.

- We know that process innovation can be as or more important than product/service innovation.
- We know that innovation of the business model itself can be highly valuable. We also know that many admirable companies—perhaps we can label them the ‘usual suspects’ (e.g., Apple, Google, Samsung, 3M, etc.)—seem to get these things right significantly more frequently than others.
- We know that some of the elements of entrepreneurial behavior seem also to be associated with success, such as careful risk-taking, creativity, determination, and hands-on detail management.

However, there is a great deal yet to be investigated and refined. The literature is full of empirical studies, most of which are piece-meal and do not form a coherent whole. We lack strong integrating theory that fully and properly brings together the elements listed above, as well as others, to form a comprehensive innovation theoretical base. While we often survey firms and find out what is holding them back from being more innovative, even recent surveys simply ask what the barriers are at a superficial level and, hence, we get trite answers such as ‘too slow,’ ‘too conservative,’ ‘not enough great ideas,’ etc. (I personally admit *mea culpa* on this.)

Perhaps part of the reason for this somewhat primitive and coarse state of knowledge is that innovation is a complex phenomenon: it involves risk and return, long time horizons, and multifaceted functions, measures, professional groups, and success factors; it also requires organizational change. Each of these is a tough task in itself, and even tougher in combination. It involves the contrasts of creativity and discipline, and every new innovation has high hurdles to get over to be successful. The hurdles facing every new innovation involve the factors of scalability, marketability, return on investment, human capacity, functionality and stakeholder value, environmental and social acceptability, intellectual property control, strategic coherence and risk acceptance, just to name a few. A primary question, therefore, is how

should organizations set up their ‘innovation engine,’ in the context of their existing activity set and the future opportunity set?

It is worth reminding ourselves that innovation capability and the effort involved in invention and innovation takes time and money, at a period in history when most businesses are as stretched as ever in terms of hungry shareholders, analyst scrutiny, and demanding customers. It is challenging, indeed, in this demanding and short-term focused world to say to these stakeholders that significant funds are being reserved for the next generation of technology and innovation with potential returns being highly uncertain in both timing and magnitude. Indeed, many research and development activities come to nothing. Yet, generally, the firm that does no innovation ultimately has no future. Further, human progress and the issues facing our species and the planet demand it.

While the challenges are many and various, the potential benefits are high for both businesses and societies. Imagine the benefits at all levels for those who develop solutions to issues of major diseases, greenhouse gas emissions and global warming, energy shortages, food production effectiveness, water supply, and a host of other big or wicked problems, not to mention many business and technical advances where large opportunities exist for the successful innovator. If we have learned only one thing from Apple, Samsung, Google and the like, it is that the sky is the limit for what effective innovation can bring in the way of benefits. And similarly, the benefits of innovation for small businesses can overcome cost, brand and scale disadvantages.

In light of the factors that I have argued about innovation—namely, its fundamental complexity as an organizational phenomenon, its attractiveness for both businesses and society, and our somewhat primitive knowledge about being able to robustly implement it in a variety of settings—this is a call for a ramping up of research and its coordination on a global basis.

Such research is both feasible and valuable. We have recently found that there is a great willingness in organizations to participate in both case study and survey

research into innovation. In Australia, I had no difficulty getting many case study participants, and recently have had 2000 managers respond to a detailed organizational innovation survey. They find the topic attractive and valuable.

Encouraged by this, we wish to take the combined survey and case study approach global, involving scholars who are keen to join and replicate innovation studies in their countries. The aims of the fledgling Global Innovation Research Group (GIRG) will be to share data and knowledge and disseminate it to professional managers on matters concerning entrepreneurship and innovation. We aim to deepen our knowledge of not just the known concepts, antecedents, etc. of innovation, but also to create the fine-grained knowledge that is currently lacking in the field. A further and consequent aim will be to develop new or extend existing theories related to innovation.

I have been a member of the well-respected GMRG—Global Manufacturing Research Group—since its inception over 20 years ago. GMRG is concerned with operations and supply chain research, only for manufacturing firms, and we have learned much about research methods and global research management in this endeavor, which can now be applied to GIRG, as we take forward our aim of deeply understanding and disseminating knowledge to managers about innovation processes.

Ideally, the academic research would be based in practical reality, and a core of success for GIRG will be its interfaces with organizations, large and small, that are keen to step up to the challenges and opportunities of successful and systematic innovation. If you wish to join these efforts, drop me an email. An early step will be to have a conference/workshop in 2014 to build the group and methodologies.

In summary, we know innovation when we see it, but this complex, non-linear, iterative phenomenon has much about it that we understand only coarsely. The lack of robust conceptual knowledge about innovation is connected to the rela-

see **INNOVATION RESEARCH**, page 28

Big Data Talent: Data Scientist versus Business Analyst versus Business User

by Coleen Wilder and Ceyhun Ozgur, Valparaiso University

The first sentence in one of the books on the top shelf of our bookcase reads: “We are drowned in oceans of data; nevertheless, it seems as if we seldom have sufficient information (Goldratt, 1990, p. 3).” Interesting that this was written in 1990 in a book entitled *The Haystack Syndrome* and subtitled *Sifting Information Out of the Data Ocean*. Clearly the title was meant to conjure images of sifting through a haystack to find the proverbial needle. Move down a few shelves and you will find the third edition of the book, *Data Mining Techniques*. Several pages into the text it reads, “This book is about analytical techniques that can be used to turn customer data into customer knowledge (Berry & Linoff, 2011, p. 2).”¹ A solution to Goldratt’s conundrum was underway. The analogy, however, was changed from a needle in a haystack to that of mining, which entails sorting through less valuable rock and sand to find more valuable nuggets of gold.

The bottom shelf of our bookcase is where we store our favorite journals. At the top of this stack is the October 2012 edition of the *Harvard Business Review*; the cover has a caricature of a lion tamer with a whip in his hands attempting to tame “Big Data.” Flip through the pages and you will see the following passage highlighted: “Advanced analytics is likely to become a decisive competitive asset in many industries and a core element in companies’ efforts to improve performance” (Barton & Court, 2012, p. 89). Are we prepared for this challenge? As college professors, are we equipping our students with the skills and knowledge they will need to succeed? According to the McKinsey Global Institute, “There will be a shortage of talent necessary for

organizations to take advantage of big data” (Manyika et al., 2011, p. 10). The next question is, therefore, what type of talent is needed? And, as educators, how do we develop this talent?

The best way to describe the type of talent needed to tackle big data is to look at the different levels of expertise that exist today. Although different professional titles may be used, three different levels are commonly observed. A description of each follows:

- **Data scientist.** McKinsey refers to these individuals as possessing “deep” analytical skills. They must have “a solid foundation in math, statistics, probability, and computer science and programming” with the ability to write code at the forefront (Davenport & Patil, 2013, p. 74).
- **Business analyst.** McKinsey refers to these individuals as “data savvy managers.” They “simply need enough conceptual knowledge of statistics and quantitative skills to be able to frame and interpret business statistical analysis in an effective way (Manyika et al., 2011, p. 105).”
- **Business user.** McKinsey refers to these individuals as “supporting technology personnel,” but Watson (2013) offers a more concrete definition of this group. They need to understand how to store, access, and analyze data.

The following example is used to demonstrate the contribution made by each of the professions in resolving a problem. A major steel manufacturer was building a new chemical laboratory and needed to decide how many lab testing machines were needed to minimize delays. The machines were multi-million dollar ma-



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chines, and it would be frowned upon should they be too idle. Likewise, it would be frowned upon should they be too busy, thereby delaying steelmaking operations pending lab results. A “business user” gathered historical data from the data warehouse on processing times, volume, and other critical information to generate a report for the lead chemist, a “business analyst.” The lead chemist used Excel to run simple “what-if” analyses, but nothing conclusive was determined. Knowing how important the project was to the company and the limited knowledge he had of analytical techniques, the lead chemist turned things over to a data scientist for a thorough examination. After developing a queuing model using SAS, the data scientist gave the results back to the business analyst to make the final decision on the optimal number of machines for the new lab. The business user played a key role in helping the business analyst visualize the situation. The business analyst was held accountable for the results and due to the importance of his decision called upon the expertise of a data scientist. Each professional had different responsibilities and used different tools to fulfill their responsibilities.

As advanced analytics become the “decisive competitive asset” it is predicted to become, it will raise the bar for analytical skills required of the workforce. In the past, it was acceptable to relinquish all statistical work to a statistician—not in the future. In order for analytics to become a “core element” in companies, it is important that all levels in the organization have a working knowledge of analytics. Data scientists will continue to do the complex, strategic problems but simpler efforts will be the domain of a business analyst. This transition has been going on since Excel made it easy to do a regression analysis. A good business analyst knows when to consult a data scientist and when to use their own expertise. Their primary contribution is to interpret the results and to recognize opportunities that require analytical study. The role of a business user should not be undermined in this process. In fact, more attention needs to

be given to the quality of data used in the model building process an area well suited to a business user.

In order to develop the different levels of expertise, many curriculums will need to be revised. It is imperative that courses for data scientists, business analysts, and business users are tailored to meet their individual needs. Administrators will be tempted to lower costs by teaching general concepts to reach a larger audience, but research has shown this method to be ineffective. “Mathematically-trained teachers often imagine that they can gain efficiency by presenting general principles or structures first, followed by concrete ‘special cases.’ This doesn’t work. Few people learn from basic principles down to special cases. Seeking efficiency in this way was the primary failing of the New Math movement of a generation ago” (Moore, 2001, p. 9).

Many schools are implementing programs at the graduate level as multidisciplinary programs; Northwestern, New York, North Carolina State, and the University of Arkansas are just a few examples of universities with such programs. (Website addresses for the above mentioned universities are given in the endnotes.) Companies will not be able to fully leverage their data, however, without increasing the number of data savvy employees at all levels of the organization. This necessity requires undergraduate exposure as well. The good news is that universities are responding to market demand with undergraduate majors, minors, and certificates, but most appear to target the role of data scientist. The University of Arkansas has a great program in place that includes certificates and access to real-world data.

The skill sets and knowledge of a business analyst may be separated into the following four domains: Functional knowledge, data management, models and techniques, and communication. Functional knowledge is listed first in order to emphasize its importance. A student planning to work as a business analyst in marketing would need to complete the required courses to obtain a minor in marketing, at a minimum. Business analysts need to have skills that

will allow them to extract, transform, and load (ETL) data, merge and match different data sources, handle missing data, and cleanse data. Their knowledge of models and techniques should include basic operations along with the strengths and weakness of various models. They should be able to construct simple models but realize the complexities involved which require the expertise of a data scientist. The breadth of study should include models from the descriptive, predictive, and prescriptive areas of analytics. Finally, the communication component of their education should include problem definition and framing, interpretation of the results, and practice in communicating complex ideas to general audiences in both written and oral formats.

Real-world data needs to be available to fully understand the complexities and value of the models. For example, customer segmentation is a common objective for many companies. Most customer segmentations can be done with neural networks, discriminant analysis, logistic regression and cluster analysis. Class examples should compare and contrast the methods and their respective results. Although we recommend that course work for each profession is tailored and separate, the curriculum should include a senior team project that brings all the professions together, thereby replicating a real-world experience. Teams of three or four could be constructed with at least one business user, business analyst, and a data scientist.

The largest bookcase in our office sits in the middle of our desk. In stature, it pales in comparison to the shelves that flank our office. On our screen is a headline that reads “The Age of Big Data—BBC Documentary” (KDNuggets, 2013). We both have a bag of popcorn in hand as we prepare to watch the 58-minute documentary that includes a story about how the Los Angeles Police Department (LAPD) receives a forecast on where crime is most likely to occur in the next 12 hours.

see **BIG DATA**, page 42

Decision Sciences Journal: An Update

by Asoo J. Vakharia, Editor, University of Florida

This is my annual update on the *Decision Sciences Journal (DSJ)*. I would like to start out by acknowledging the strong and continuing support of the Board of Directors of the Decision Sciences Institute, our publisher Wiley-Blackwell, and the Warrington College of Business Administration at the University of Florida for the journal. In addition, with the dedicated service of the Senior and Associate Editors, and an outstanding set of reviewers, we have been able to continue to build and maintain the journal as an outlet of choice for active researchers in operations and supply chain management (O&SCM) and information systems and technology (IS&T). As a reminder, the journal is now published six times each year (previously we were publishing quarterly). Hence, we will now be able to disseminate research articles more quickly.

Editorial Team

For 2012–2013, we operated with a team of five Senior Editors: Professor Ram Gopal (University of Connecticut), Professor Manoj Malhotra (University of South Carolina), Professor K.K. Sinha (University of Minnesota), Professor Cheri Speier-Pero (Michigan State University), and Professor Nallan C. Suresh (University at Buffalo). In addition to these individuals, we expanded the team of Associate Editors to include other eminent researchers (Table 1 lists each AE who served in 2012–2013 and their affiliation). It is only through the support and dedication of these individuals that we have been able to maintain and enhance the quality of the review process for the journal while providing detailed and constructive feedback for each paper reviewed by the editorial team. Finally,

the service of reviewers to the journal has been outstanding and will be recognized in the last issue of each calendar year (i.e., all reviewers for all papers reviewed between July 1, 2012, and June 30, 2013, will be recognized in Vol. 44, No. 6, of *Decision Sciences*, to be published in December 2013).

Journal Submissions and Outcomes

In addition to articles being processed, we received a total of 586 submissions (466 original submissions and 120 revised submissions) to the journal between August 19, 2012, and August 19, 2013. The following is a breakdown of the decisions we returned during the same period.

- Accepted for publication: 37 articles (6.8%)
- Revisions Invited: 133 articles (24.3%)
- Rejected: 213 articles (39.0%)
- Desk Rejected by Editor: 86 (16.07%)
- Rejected for Review by Senior/Associate Editors: 74 (13.83%)

The primary reason for a desk reject decision by the Editor is the fit between the journal focus (i.e., Information Systems, Operations, and Supply Chain Management) and the focus of the article. On the other hand, the articles rejected for review by the Senior and/or Associate Editor are in general judged to provide an insignificant contribution and/or are methodologically weak.

Review Process and Cycle Time

For the 466 original submissions we received from August 19, 2012, to August 19, 2013, the cycle time statistics for first-round feedback (excluding desk rejections) are as follows:



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- Average cycle time: 96 days
- Percentage of papers processed within 75 days: 33%
- Percentage of papers processed within 105 days: 63%

Given our targeted cycle time of 75 days for a first-round feedback, it is obvious that we are only meeting that for a third of the articles. We are in the process of gathering detailed information about each of these submissions to identify what has led to this unwarranted delay in providing feedback to the authors. I am hoping that given our past outstanding cycle time performance, these one year statistics are directly attributable to some specific events. I will be discussing this further with the Senior and Associate Editors at the upcoming annual meeting of DSI in Baltimore and we will develop a plan to meet our targeted cycle time for the next year.

Focused Issues of DSJ

At this point in time, we are planning to publish the following focused issues in 2014 and 2015:

- **Responsible Purchasing and Supply Practices** (Co-Senior Editors: Christopher Seow, Joseph Sarkis, Martin Lockström, and Thomas Callarman): We are currently making final decisions on these manuscripts.
- **Management of Innovation Within and Across Borders** (Co-Senior Editors: Janice Carrillo, Cheryl Druehl, and Juliana Hsuan): We hope to make final decisions on these manuscripts by January 31, 2014.
- **Supply Chain Decisions in Governmental Organizations** (Co-Senior Editors: Geraldo Ferrer, Gyula Vastag, and Gyu M. Lee): We hope to make final decisions on these manuscripts by April 26, 2014.
- **The Interaction of Product Modularity and Supply Chain Management** (Wolfgang Kersten, John Khawam, and Stefan Spinler): We hope to make final decisions by June 30, 2014.
- **Novel Advances in Applications of the Newsvendor Model** (Co-Senior Editors: Rachel Chen, T. C. Edwin Cheng, Tsan-

Ming Choi, and Yulan Wang): We hope to make final decisions by July 1, 2014.

I would like to extend my appreciation to all individuals who have taken the lead in this endeavor. For those interested in proposing future focused issues of DSJ, please note that we have a formal process for evaluating these proposals on an annual basis (focused issue proposal form is available at warrington.ufl.edu/departments/isom/dsj/focused.asp).

Annual Recognition

At the 2012 Annual Meeting of the Decision Sciences Institute (held in San Francisco, CA), the following associate editors and reviewers were recognized for their service to the journal:

- Kurt Bretthauer and Cheri Speier-Pero were recognized for outstanding service as Senior Editors
- Joy Field and Robin Poston were recognized as Outstanding Associate Editors for 2011–2012
- Lai Lai Tung, Aravind Chandrasekaran, and Antony Paulraj were recognized as Outstanding Reviewers for 2011–2012

In addition, the article “Managing Differentiation-Integration Duality in Supply Chain Integration” (published in Vol.

43, No. 2, pp. 303–339), by Siri Terjesen, Pankaj C. Patel, and Nada R. Sanders, was selected as the best paper published in *Decision Sciences* in 2012.

Impact Factors and Journal Quality

One of the many factors which can be used to validate the quality and/or impact of a journal is the impact factor (IF) determined by the ISI Web of Knowledge based on the journal citation reports (JCR). Although we all recognize that measures of quality based on citations are subject to debate, this IF is frequently used by external constituencies.

In addition to the increase in our one-year IF from 1.359 (2011) to 1.484 (2012), the total citations to all journal content also increased from 2377 total cites in 2011, to 2531 in 2012. The 5-year IFs for the leading O&SCM and IS&T journals for the last 3 years are as follows:

This table reflects the remarkable consistency in the ranking of *DSJ* among the set of peer journals. It is worth noting that we are well positioned relative to Management Science; in O&SCM, we are consistently ranked second, while in IS&T, we are consistently ranked third.

see **DECISION SCIENCES JOURNAL**, page 28

Table 1. Impact factors and journal quality.

	2012 IF	2011 IF	2010 IF
OPERATIONS/SUPPLY CHAIN MANAGEMENT			
<i>Journal of Operations Management (JOM)</i>	7.130	4.382	5.093
<i>Manufacturing & Service Operations Mgt (M&SOM)</i>	2.561	1.475	2.048
<i>Production & Operations Management Journal (POMS)</i>	2.316	1.301	1.851
INFORMATION SYSTEMS/TECHNOLOGY			
<i>MIS Quarterly (MISQ)</i>	7.474	4.447	5.041
<i>Information Systems Research (ISR)</i>	3.638	2.146	3.358
<i>Journal of Management Information Systems (JMIS)</i>	2.780	1.423	2.662
CROSS DISCIPLINARY			
<i>Management Science (MS)</i>	3.057	1.733	2.221
<i>Decision Sciences (DSJ)</i>	2.993	1.359	2.233

Decision Sciences Journal of Innovative Education: Editor's Update

by Vijay R. Kannan, Editor, Utah State University

It is a little over a year since I assumed the editorship of the *Decision Sciences Journal of Innovative Education (DSJIE)*, and an opportune time to report on the progress the journal has made. When I assumed the role, I made a commitment to the DSI Board to improve the quality of the review process, raise the quality of work published in the journal, and elevate the overall profile and visibility of the journal. Let me begin by addressing these three items before providing other updates.

Raising the Bar

Since July 1, 2012, the journal has received 97 new submissions, of which 79 were received over the last 12 months. The corresponding number for the previous 12-month period was 81. Summary statistics for new submissions include:

- Average time to first decision: 64 days, 86% processed within 90 day target
- Acceptance rate (final decision): 14%
- Desk reject rate: 39%
- Reject rate (final decision): 29%
- Acceptance to publication: < 5 months

Prior to July of last year, the average time to first decision was 71 days, 90 percent of decisions were reached within 129 days, and the acceptance rate was around 25 percent. Thanks to the commitment of the associate editors (AE) and reviewers, we have made significant progress with regard to the quality of the review process, and to becoming more discriminating in making acceptance decisions.

Increasing quality is a double-edged sword. Absent a corresponding increase in the number of submissions, it is chal-

lenging to maintain a full pipeline of manuscripts. With this in mind and the objective to raise the profile and visibility of the journal, a number of steps have been taken:

- The journal currently has a call for proposals for a special issue to be published in 2015. Special issues will be a regular feature of the journal going forward.
- There has been communication with deans at AACSB member schools in the U.S. and overseas about the mission and quality of the journal, and how it can play a role in faculty documentation of teaching performance.
- The journal is being considered for inclusion in the revised Australian Business Deans Council journal list. I am confident that when the new list is ratified in November, *DSJIE* will be included with a ranking consistent with that of other leading journals in management education. An application for inclusion in the Association for Business Schools (ABS) journal list in the United Kingdom is to be submitted in the coming weeks. The ABDC and ABS lists are becoming increasingly important drivers of journal choice for faculty in the UK, Australia, and New Zealand. *DSJIE*'s inclusion in both will make it a more attractive publication outlet to faculty in key overseas locations.
- Details of new issues are now routinely shared via listservs with interested members of other professional organizations such as the Academy of Management and the Association for Information Systems.
- The journal was represented at this year's International DSI meeting in Bali. In the coming year, I or members



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of the team of AEs will continue to represent the journal at regional DSI meetings and other professional meetings in the U.S. and overseas.

Editorial Team

Last year I inherited an excellent team of associate editors that had provided years of dedicated service to the journal, and provided important continuity with the previous leadership of the journal. I have since added several new AEs who bring visibility, significant editorial experience, and distinguished records as scholars and educators to the team. The full list of AEs is:

- Monica Adya, Marquette University
- J. Ben Arbaugh, University of Wisconsin-Oshkosh
- Bryan Ashenbaum, Miami University
- David Chou, Eastern Michigan University
- David Dilts, Oregon Health Sciences University
- Janelle Heineke, Boston University
- John Jensen, University of South Carolina
- Kellie Keeling, University of Denver
- Christine Kydd, University of Delaware
- Binshan Lin, Louisiana State University, Shreveport
- David Mendez, University of Michigan
- Peter Mykytn, Southern Illinois University
- Ceyhun Ozgur, Valparaiso University
- Susan Palocsay, James Madison University
- Cliff Ragsdale, Virginia Tech
- Karl-Heinz Rau, Pforzheim University

- Pedro Reyes, Baylor University
- Pei Lee Teh, Monash University
- Elisabeth Umble, Baylor University
- Rohit Verma, Cornell University
- Susan Williams, Northern Arizona University

Changes to the composition of the editorial review board and a critical review of the performance of the entire reviewer pool have also been carried, out with the goal of adding rigor to the review process.

Meritorious Contributions

Several individuals merit special recognition for their contributions to the journal in 2012:

- Satish Nargundkar and Milind Shrikhande (Georgia State University) received the award for the Best Research Article, 'An Empirical Investigation of Student Evaluations of Instruction—The Relative Importance of Factors'.
- Elisabeth Umble and Michael Umble (Baylor University) received the award for the Best Teaching Brief, 'Illustrating the Importance of Performance Measurement Systems on Organizational Performance: The Blue-Green Game'.
- Christine Kydd (University of Delaware) was named Outstanding Associate Editor.
- Bryan Ashenbaum (Miami University) was named Outstanding Reviewer.

In addition, two invited articles by prominent scholars were published during 2013:

- 'Teaching as Theater' by Roger Schmenner, Professor Emeritus, Indiana University
- 'Implementing Comprehensive Teacher Training in Business Doctoral Programs', Harvey Brightman, Regents Professor Emeritus, and Satish Nargundkar, Georgia State University

And Finally

This past year has been both a learning and rewarding experience. I am fortunate to have had the support of not only the associate editors and reviewers who responded to my call to elevate the journal's standards, but the leadership of DSI, in particular the Board of Directors and the Publications Committee. I also appreciate the support and encouragement from others within and outside the *DSJIE* family.

DSJIE is an important part of DSI's publication portfolio and provides value to many of the Institute's members and the broader management learning and education (MLE) community. It is also highly regarded within the MLE community, as highlighted in a recent article in *Academy of Management Learning Education*, widely considered to be the premier journal in the MLE domain.¹ This is not the first time *DSJIE* has been recognized as being one of the leading journals in MLE.² While the past year has been fruitful, there is more to do to maintain and enhance the journal's reputation, both within the U.S., and, in particular, among our colleagues worldwide. With ongoing changes in business school accreditation standards and increasing calls for accountability within higher education, the importance of demonstrating and documenting value-added and innovation in the classroom, and appreciation for changes in the educational landscape, has never been greater. With your support, *DSJIE* can continue to be a leading outlet for research and innovation in the educational domain.

Endnotes

1. Currie, R.L., & Pandher, G., "Management Education Journals' Ranking and Tier by Active Scholars," *Academy of Management Learning and Education*, 12 (2), 2013.

2. Rynes, S.L., & Brown, K.G., "Where Are We in the 'Long March to Legitimacy?': Assessing Scholarship in Management and Learning Education," *Academy of Management Learning and Education*, 10 (4), 2011. ■



Common Disciplines that Separate Us Fourth Annual EDSI Conference, June 16-19, Budapest

by Carmela di Mauro, University of Catania, Italy

This year Budapest hosted the Annual Meeting of the European Decision Science Institute (EDSI, edsi2013.org). The conference was chaired by Professor Gyula Vastag and was hosted by the Faculty of Business and Economics (University of Pannonia), in collaboration with the Budapest Business School, the Hungarian National University of Public Service and with support from JMP/SAS, Herend Porcelain Manufactory, Nitrogénm vev Zrt., and Hungarian Academy of Sciences. The Budapest Business School provided the venue, a historic building in the city center, for most of the conference activities.

The meeting brought together nearly 100 decision science scholars from 20 countries, not only from European nations but also from other continents and many delegates from the United States. Though still young, the European Division of the Decision Sciences Institute is on the rise, and the good rate of attendance of non-Europeans is a testament to this.

The conference's opening session was Sunday afternoon on June 16 in the spectacular surroundings of the Hungarian Parliament, one of the most scenic

and renowned buildings in Europe, a landmark of Budapest. The theme of this year conference "Common Disciplines that Separate Us: Local Contexts in Global Networks" was put in the context of higher education by Sunday keynote speakers, András Patyi and Norbert Kis, respectively, Rector (President) and Vice-Rector of the newly created Hungarian National University of Public Service (NUPS). Both of them stressed the need to adapt globalized philosophies of governance to help modernization of the public sector at large and of public higher education in particular, building on local cultures and histories.

Monday and Tuesday (June 17-18) were dedicated to a series of all-day sessions which showcased frontier research in several areas of decision sciences, including supply chain management, health care management, globalization of manufacturing, and network analysis in decisions.

Network analysis was the topic of the other two brilliant keynote speeches, the first delivered by Tamás Vicsek, head of the Statistical and Biological Physics research group of the Hungarian Academy of Sciences, and the other



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. Her recent articles

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. Carmela has served as executive board member for the Italian Evaluation Society (AIV) and was member of the editorial board supervising the society's publications. She is program chair of the European Decision Sciences Institute Sixth Annual Conference to be hosted by Catania University in Sicily in 2015.

by Wallace J. Hopp, Herrick Professor of Manufacturing at the University of Michigan at Ann Arbor. Both provided insightful views on the potential applications of network research. In particular, Tamás, a physicist, fascinated conference delegates by examining the dynamics of birds' social networks and suggesting potential lessons to be learned for the understanding of hierarchical human social networks. Special thanks are due to Wallace, who could not make it to Budapest in person, but was so kind as to send a recorded speech and to agree to connect with the conference participants via Skype to address questions and comments. Responding to questions, Wally emphasized the importance of immersing doctoral students in business contexts.

During the conference, a ballot was held among participants to elect the new president of EDSI who will serve starting July, 2015, succeeding the current president, Jan Albjorn from University of Southern Denmark. Markku Kuula, Operations Management Professor at Aalto University in Finland, received unanimous support for this position.

The conference also provided occasions and avenues for socialization and networking among conference participants. Participants took lunches together at the Budapest Business School, where the welcome reception by the Rector and Vice Rector of the Budapest Business School, Éva Sándor-Kriszt and András Vígvári, respectively, was held.

The closing day of the conference was about social activities. The day started with visiting the Snétberger Music Talent Center, dedicated to helping disadvantaged Roma music talents get world-class training and mentoring. After the introductions, we were treated to an impromptu concert by young students. Afterward, we went on a cruise on the beautiful Balaton Lake, the largest expanse of water in Central Europe.

The closing conference dinner, opened by Dean Lajos Szabó, Faculty of Business and Economics at the University of Pannonia, took place in the surroundings of Herend Porcelain Manufactory, near Veszprem. The Her-

end Porcelain Manufactory is one of the best-known Hungarian trademarks, specializing in luxury hand-painted and gilded porcelain. Founded in 1826, in the mid-19th century it was purveyor to the Habsburg Dynasty and boasted aristocratic customers throughout Europe. Many of its classic patterns are still in production and are on show at the small but fascinating museum on the factory premises, which traces back the history of the manufactory.

Herend was the sponsor of three best paper awards, which were conferred during the closing dinner. The jury for this prestigious award consisted of current and former presidents of the Decision Sciences Institute in attendance: D. Clay Whybark (Chair), Thomas Callarman, Krishna Dhir, Maling Ebrahimpour, and G. Keong Leong. The three winners of Herend Best Paper Awards were:

- "Combined Sourcing and Inventory Management using Capacity Reservation and Spot Market" by Peter Kelle, Rainer Kleber, and Karl Inderfurt.
- "A Novel Locality-based Clustering Method of Undirected, Unweighted Networks" by Zoltán Süle, Dániel Leitold, Csaba Pigler, and Ágnes Vathy-Fogarassy.
- "Assessing the Role of R&D in International Competitiveness—Some Conceptual and Methodological Problems" by Ádám Török.

Best paper awards were granted by other sponsoring organizations using their own criteria for selection:

- Budapest Business School Best Paper Award was granted to Sukran Atadeniz and Yavuz Acar for their paper: "Comparison of Integrated and Local Planning in a Global Supply Network."
- The National University of Public Service Best Paper Award went to "Information Processing in Emerging Markets: Industry Intelligence Activities in China" by Thomas E. Callarman, Christian P. J.-W. Kuklinski, and Roger Moser.
- The Faculty of Business and Economics (University of Pannonia) Best Paper Award was conferred to "Process Quality and Patient Safety Outcomes in Hospitals" by Kathleen McFadden, Gregory N. Stock, and Charles R. Gowen.
- Finally, Pearson Best Paper Award went to "Comparison and Measurement of IT Value in Business and Public Administration" by András Nemeslaki.

During the closing dinner celebration, the conference chair Gyula Vastag, and DSI President Maling Ebrahimpour, made remarks that focused on the future of both DSI at large and the European Regional chapter, pointing to the need to act strategically to make DSI a truly globalised institution. ■

EDSI 2013 closing conference dinner at Herend.



Call for Proposals for Guest Editors for 2015 Special Issue

Submission Deadline: November 1, 2013

The *Decision Sciences Journal of Innovative Education (DSJIE)* is soliciting proposals from individuals interested in serving as Guest Editors for a Special Issue to be published in 2015. Guest Editors are responsible for identifying an appropriate theme that fits with the mission of *DSJIE*, and for managing the process of securing and reviewing content consistent with the journal's three types of submission: Teaching Briefs, Conceptual Research, and Empirical Research. They may invite papers from leading scholars in the domain of the special issue. *DSJIE* typically publishes between six and eight manuscripts in each issue. Guest

Editors will also write an editorial that introduces the edition.

Guest Editors are expected to have some editorial experience. They will work closely with the *DSJIE* Editorial Team, who will provide assistance in identifying reviewers and in managing the review process.

Proposals must include the following sections:

- An overview of the proposed theme of about 1,000 words.
- A draft Call for Papers.
- Qualifications of Guest Editors, including previous editorial experience.
- Contact information, including phone, e-mail and postal addresses, of Guest Editors.

- Plans for disseminating the Call for Papers and for obtaining submissions.
- A timeline that includes the dissemination of the Call for Papers, initial submission and revise and resubmit processing, and acceptance of final papers in time for copyediting and production, prior to publication in early 2015.

Prospective Guest Editors are encouraged to consult the *DSJIE* journal website (www.dsjie.org) for more details about the mission and structure of the journal, and to contact the editor (dsjie.editor@gmail.com) with any questions, or to seek guidance on proposal development. Special Issue proposals should be submitted to the editor by **November 1, 2013**, and applicants will be notified by **December 1, 2013**. ■

from *DECISION SCIENCES JOURNAL*, page 23

Concluding Thoughts

The focus of the *DSJ* will continue to be the publication of exemplary and rigorous research addressing business decisions in the areas of O&SCM and IS&T. At this point in time, we do not plan to implement major editorial changes for the journal. Of course, there have been minor changes in the group of Associate Editors since a few did make the decision to take a break from their duties to *DSJ*. We were able to recruit additional AE's to replace these individuals effective July 1 and the revised list of AE's is available at warrington.ufl.edu/departments/isom/dsj/team.asp.

Another priority of the journal is to continue to expand the reach of *DSJ* internationally. As editor, I represented the journal at the International Conference on Operations and Supply Chain Management in Shanghai, China, held in

July 2013 and one of our Senior Editors (Professor Suresh) served on an Editor's panel at the International Meeting of the Asia-Pacific Decision Sciences Institute in Bali, Indonesia, in July 2013. Relevant information for the journal was disseminated at both international meetings and we have been successful in recruiting international scholars to serve as Associate Editors for the journal. I will continue with these initiatives and will share the outcomes in my journal update next year.

I look forward to sharing more information on the journal with the DSI community at the upcoming annual meeting in Baltimore. I do hope you will continue to provide the strong support to the journal not only by submitting your best work but also by helping to referee submitted manuscripts. *DSJ* continues to be an excellent outlet for disseminating both theoretical and practical research and I hope that we can work together to maintain and enhance its reputation within our community. ■

from *INNOVATION RESEARCH*, page 19

tively low success rates in its systematic application. This applies to process innovation and business model innovation as much as to product/services innovation. It's a fertile area for much deeper and further investigation.

Our collective research goal ought to be to develop knowledge about innovation effectiveness factors and processes such that it is possible to definitively apply that knowledge in practice, with high confidence of systematic success, even though there is no guarantee that individual innovation projects will yield value. Once our understanding is mature, there will be more structured knowledge for investors and managers to use effectively regarding innovation; hence, there will hopefully be more (and more effective) innovation! This is much needed in our highly competitive globalized business environment and given the societal and environmental challenges we face this decade and next. ■

Remembering Linda Sprague (1938 – 2013)



On September 9, 2013, the field of operations management lost a unique and groundbreaking colleague and friend. Linda Sprague was a true pioneer, never accepting the status quo and always spiritedly pushing boundaries. Linda was one of less than one

percent of women in her freshman class at MIT in the 1950s and was among the first three women to earn a DBA from Harvard Business School in the 1970s. In 1982 she was the first woman elected president of the Decision Sciences Institute and in 1991 was the program chair for the first International DSI Meeting in Brussels. She held faculty positions at Rollins College, the China-European International Business School (CEIBS), the Whittemore School of Business & Economics at the University of New Hampshire, Cranfield University, Stanford University, IMD, and IESE, and was a founding professor of the National Center for Industrial Science & Technology Management (at Dalian), China.

Linda was never one to talk about her accomplishments; still, they shone through in many of the stories she told. And Linda was a great story teller. One of her favorites was about her freshman year at MIT. She had been elected by her classmates to represent her section at a dinner meeting for freshman held at the MIT Faculty Club. However, when she showed up, they didn't know what to do with her because at that time the Faculty Club was for men only. But Linda held her ground, stating that she was the duly elected representative of her section and therefore must be admitted. They capitulated and let her in—but put her at the back of the dining room at a table for one surrounded by a wall of curtains so no one could see her. That didn't stop Linda though. She wrote her questions on slips of paper, which the waitress thoroughly enjoyed delivering to the head table.

In 1960, Linda married Chris Sprague, whom she'd met at freshman orientation at MIT. They had two children, James and Barbara. Chris died in 2005 from the long-term complications of the massive stroke he suffered in 1977.

As her career progressed and her accomplish-

ments grew, Linda continued to be the epitome of the operations management thinker. She served tirelessly on committees in several professional organizations and never hesitated to roll up her sleeves and do the work. She was always the voice of the practical, insisting that academic OM should be helping industry solve real problems rather than writing esoteric papers full of complicated models intended to impress other academics but with little real-world value. She did not suffer fools.

Linda was also always very generous with her time. For more than a decade, she hosted an annual holiday dinner for colleagues at her home in Cambridge and loved showing off the latest cookbooks or kitchen gadgets she'd picked up. She always found time to meet with a student doing a research project or have lunch with a businessperson seeking advice on doing business in China.

When we were asked to write about Linda, we quickly realized that, to really honor her, we needed to involve more of her colleagues and friends. We knew there would be many who would also want to share their memories about both Professor Linda Sprague the leader and Linda the person we loved and valued so much.

I first met Linda in the mid-1970s when we drove down together to New York for the first IBM Conference on MRP. During the drive, Linda talked about her upbringing as the daughter of a Vermont stone-cutter, her experiences as one of the few women in the programs at MIT and Harvard, and her aspirations to be both a good mother and academic.

At the conference, Linda was the only woman in a group of about 30 men. Her practical knowledge of manufacturing, great questions, and wonderful sense of humor made the IBM conference an especially informative and memorable event. She led the discussions both during and after the conference to the point where she became the capo of the MRP Mafia.

Throughout her career, Linda continued to do what she did at that IBM conference. She was there at every meeting of POMs, APICs or DSI, pushing new ideas along, reminding us of our roots in industrial engineering and of the need to be practical in all that we did as teachers and researchers.

Lillian Gilbreth, the Grand Dame of Industrial Engineering, was Linda's idol. Like Gilbreth, Linda

contributed passion and an ability to bring people together around important ideas along with substantive contributions to the field. Linda will always be the Grand Dame of Operations Management.

—*Jeff Miller, Professor Emeritus,
Boston University
School of Management*

■ Ah, Linda Sprague! Who can forget the white wine nights in some hotel bar as she told of her adventures about one project or another. Or the look on her face when she described the antics of one of her students, clients, or even colleagues. She explained that her use of overhead transparencies in a presentation was simply an application of her “acoustic” PowerPoint capability. She proudly claimed that she and her husband Chris oversaw the demise of their fields (Operations Management and Information Technology) while they were both teaching at Stanford. A delightful colleague, generous friend, entertaining storyteller, and creative contributor, Linda made a difference.

—*Clay Whybark, Academic Advisor,
Institute for Defense and Business*

■ Linda’s impact on Operations Management research in the last few decades has been invaluable. Both her original and far-reaching ideas expressed in papers and conferences, and her inimitable and tireless work in leading roles of academic communities profoundly influenced her favorite research areas. In ISIR she functioned in many different roles, including president, and was perhaps the most vibrant actor of our gatherings. Her particular humor and deep and sincere interest in other people put her in the center of every get together.

—*Attila Chikán, Professor,
Corvinus University of Budapest*

■ I had the greatest respect for Linda. She was always full of fun and great ideas. I particularly enjoyed her work on the evolution of operations management, which

brought together a well-developed set of ideas about the history of operations management.

—*Andy Neely, Professor,
University of Cambridge*

■ Linda was forever the MIT engineer determined to put her stamp on the field. The Operations Management Association was one example of her determination to raise the profile of the operating manager to a senior corporate level. Linda felt strongly that there should be an organization devoted to Operations Management that was focused on its strategic aspects rather than the more usual quantitative tightly controlled works published in academic journals.

Linda’s strong personality developed through her education at a time when women were rare in the field of engineering. She was proud of her achievements, often in the face of adversity. She had a very dry sense of humor that she used with great effect. Yet those of us who knew her often saw a softer side.

Above all, Linda was a great contributor to the field of Operations Management. She was a tireless worker who willingly and successfully took on a wide spectrum of leadership roles. She was the fuel that made things happen.

—*Ivor Morgan, Professor,
Babson College*

■ Although I had known Linda from the beginning of the MRP Crusade (I was with her, and the rest of the “new Copernicans,” her modest term, at IBM), my children had never met Linda before we moved to Dalian in 1980. As fate would have it, we lived across the hall from Linda. For my children, meeting her for the first time was a life-altering experience.

She emanated smartness and discipline. For our kids, half intimidated and half fascinated, real rapprochement with Linda came when they accompanied us on our factory visits and, at ages four, seven and nine, asked the questions that we really wanted to ask but were too

discrete to attempt. They asked about productivity, efficiency, inventories and all the issues that made Linda’s heart grow fonder. They took notes (at least the oldest one did) and we learned much. Out of such collaboration, knowledge is generated.

My hope is that now, 35 years later, this brush with greatness reminds our children what one very-smart, very-determined woman could accomplish when all of the odds were against her! Linda was one of a kind, and we all loved her for her uniqueness in a society where, at the time, uniqueness was woefully underrepresented.

—*Bill Fischer, IMD*

■ We, of course, have our own favorite stories. We remember one where Linda had traveled to some international destination—but her luggage failed to join her. Not wanting to miss the opening dinner, she knocked on a colleague’s door, asked to borrow a white dress shirt and tie, donned the shirt, belted it with the tie, put on her high heels and went to dinner! Despite her sense of humor, Linda also had strong opinions on just about everything, and she never hesitated to let them be known. However, even when we held opposing views (especially when it came to politics!) it never affected our friendship.

We visited with Linda several times in the last couple of years. She knew she had Alzheimer’s and, in typical Linda fashion, talked about it very openly and accepted it when it was time to leave her home and move into assisted living. Even as her memory failed she continued to tell those wonderful stories that we all liked to hear.

Linda was a very special person who truly affected the lives of many of us within the operations management community—academics and practitioners alike around the world. Her presence, her sharp mind, her dry sense of humor, and especially her stories, will truly be missed.

—*Mark Davis, Bentley University*
—*Janelle Heineke, Boston University* ■

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.nedsi.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 has passed.

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 has passed.

www.wdsinet.org

Call for Papers Conferences

■ **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

■ **The 4th International Workshop on Information Systems and Technologies** will be held in Valencia, Spain, on **March 22-24, 2014**. Submission deadline is **November 5, 2013**.

www.ijist.net/ICIST14/

■ **The 4th International Workshop on Model-Driven Approaches for Simulation Engineering** (part of the Symposium on Theory of Modeling and Simulation)

will be held in Tampa, FL, on **April 13-16, 2014**. Submission deadline is **November 1, 2013**.

www.sel.uniroma2.it/Mod4Sim14

■ **The 2014 PMI Research and Education Conference** will take place in Portland, Oregon. The theme of the 2014 conference is "Standing on the Shoulders of Giants: In Search of Theory and Evidence." Submission deadline is **December 15, 2013**.

www.pmi.org/REC2014submit

Publications

■ *The Decision Sciences Journal of Innovative Education (DSJIE)* is soliciting proposals from individuals interested in serving as guest editors for a Special Issue to be published in 2015. Submission deadline is **December 1, 2013**. See page 28 or the DSJIE website for more details:

www.dsjie.org

■ *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/IJVT/instruction.htm

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



DECISION SCIENCES INSTITUTE

44th Annual Meeting
November 16 - 19, 2013

2013 Program Chair's Message

FUNDA SAHIN, University of Houston



The upcoming DSI Annual Meeting in Baltimore, MD (November 16-19, 2013), promises to be an exciting event with thought-provoking plenary and showcase

speakers, an extensive array of professional development opportunities, a number of sessions featuring industry experts, and approximately 800 scheduled presentations and more than 300 scheduled sessions.

The final schedule for the November 16-19, 2013 Annual DSI Conference in Baltimore, MD is published. You can browse the final program at the following link and make your travel arrangements accordingly:

convention2.allacademic.com/one/dsi/dsi13/

The organizing committee has put together an exciting program. Below are a few highlights about the upcoming 2013 DSI Annual Meeting.



Winston



Kulkarni

Plenary Talks

Consistent with this year's theme, the conference will feature two plenary sessions by leading experts in the decision analytics area:

- **Wayne Winston**, John and Esther Reese Professor of Decision Sciences at Indiana University
"Sports Analytics"
Sunday, November 17, 10:30 am

- **Radhika Kulkarni**, Vice President of Advanced Analytics R&D at SAS Institute Inc.
"Transforming the Data Deluge into Data-Driven Insights: Analytics that Drive Business Value"
Monday, November 18, 10:30 am

www.decisionsciences.org/annualmeeting/meetinginfo/speakers.asp

Best Paper Awards

Congratulations to the authors of the Best Paper Awards. See the list of winners and presentation times below:

decisionsciences.org/Annualmeeting/meetinginfo/awards.asp

Professional & Faculty Development Program

Do you want to learn more about structural equation modeling and PLS from leading scholars? Learn from Professors **George Marcoulides** and **Wynne Chin** as they share their insights. Want to hear about research trends in SCM and MIS? Would you like to meet the journal editors on a one-one basis? The Professional & Faculty Development program provides a great opportunity for enhancing research, teaching, and service skills. Check out the agenda:

www.decisionsciences.org/annualmeeting/meetinginfo/pro-devel.asp

Showcase Track— "Decision Analytics"

New to the annual meeting is the "Decision Analytics Track." The following are some featured sessions from this track:

- **Bayesian Ensemble Learning for Big Data**, Robert McCulloch, University of Chicago
Sunday, November 17, 8:30 - 10:00am
- **Business Analytics at Ernst & Young: Perspectives and Trends**, Amber Morgan, Ernst & Young
Saturday, November 16, 3:30 - 5:00pm

see **PROGRAM CHAIR**, page 33

2013 Annual Meeting Coordinators

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from **PROGRAM CHAIR**, page 32

- **IBM Big Data Strategy and Analytics Perspectives**, Kendrick Heath, IBM
Sunday, November 17, 1:30 - 3:00pm
- **Business Analytics Programs and Curricula**, Gilvan Souza, Indiana University; Michael Rappa, NC State; William Miller, Accenture, Amber Morgan, Ernst & Young; Michael Galbreth, University of South Carolina; Bogdan Bichescu, University of Tennessee
Saturday, November 16, 3:30 - 5:00pm
- **Location Analytics**, Paul Amos, University of Pennsylvania, The Wharton GIS Lab
Monday, November 18, 1:30 - 3:00pm
- **Social Media Intelligence**, Wendy Moe, University of Maryland
Saturday, November 16, 10:30 - 12:00pm

Other Featured Sessions from Various Tracks:

- **Healthcare Track. Healthcare Systems and their use of OM/DS Techniques**
Dan Delay, Baltimore and Washington D.C. Health Ministries of Ascension Health; KaLeena Weaver, Solution Integration; Linda LaGanga, Mental Health Center of Denver
Sunday, November 17, 1:30 - 3:00pm
- **International Business Track. Audi in Hungary**
Martin Schuster, Audi Hungaria Motor Kft; János Rechnitzer, Széchenyi University; Péter Földesi, Széchenyi University, Edit Süle, Széchenyi University
Sunday, November 17, 1:30 - 3:00pm
- **Fellows Track. Advances in Research and Practice on Sustainability I**
Soumen Ghosh, Georgia Institute of Technology; Manoj K. Malhotra, University of South Carolina; Ram Narasimhan, Michigan State University; Aleda Roth, Clemson University
Sunday, November 17, 1:30 - 3:00pm
- **Fellows Track. Advances in Research and Practice on Sustainability II**
Soumen Ghosh, Georgia Institute of Technology; Jatinder Gupta, University of Alabama in Huntsville; Nada R. Sanders, Lehigh University; Asoo Vakharia, University of Florida
Monday, November 18, 3:30 - 5:00pm
- **Services Management Track. Frontiers in Service Management Research**
Aleda Roth, Clemson University; Rohit Verma, Cornell University; Mark M. Davis, Bentley University; Kingshuk K. Sinha, University of Minnesota

Sunday, November 17, 3:30 - 5:00pm

- **Services Management Track. Professional Service Operations Management**

Mike Lewis, University of Bath School of Management; Janelle Heineke, Boston University; Jean Harvey, University of Quebec in Montreal

Monday, November 18, 1:30 - 3:00pm

- **Strategic Sourcing/Supply Management Track. Services Sourcing and the Triple Bottomline**

W.C. Benton, The Ohio State University; Thomas Choi, Arizona State University; Christopher Craighead, The Pennsylvania State University; Aleda Roth, Clemson University; Stephan M Wagner, Swiss Federal Institute of Technology Zurich

Saturday, November 16, 3:30 - 5:00pm

- **Strategic Sourcing/Supply Management Track. Research in Sustainable Sourcing and Supply Management: Where Are We Heading?**

Constantin Blome, Université Catholique de Louvain; Ram Narasimhan, Michigan State University; Daniel Guide, Pennsylvania State University; Robert D. Klassen, Richard Ivey School of Business; Jayanth Jayaram, University of South Carolina; Antony Paulraj, Southern Denmark University

Monday, November 18, 3:30 - 5:00pm

- **Supply Chain Management Track. Research Needs in Healthcare, Retail and Defense Using Analytics: Practitioner's Perspective**

Gloria Wren, Loyola University; Chris Panagiotopoulos, LifeBridge Health; Doug Norton, Northrop Grumman Aerospace Systems; Erik Van Ommeren, Sogeti; Shawn Herrin, Under Armour

Monday, November 18, 3:30 - 5:00pm

- **Sustainable Operations Track. Sharing the Wealth: The Interdisciplinary Nature of Sustainability Research**

Michael Russo, University of Oregon; Joseph Sarkis, Clark University; Nagesh N Murthy, University of Oregon

Sunday, November 17, 8:30 - 10:00am

Elwood S. Buffa Doctoral Dissertation Award Competition

Instructional Innovation Award Competition

Best Teaching Case Studies Award Competition

Congratulations to the finalists. The winners of the above competitions will be selected after their presentations at the

conference. Please see the list of finalists and the times of the competition sessions: decisionsciences.org/Annualmeeting/meetinginfo/awards.asp

Specific Interest Groups (SIG) and Track Caucus:

- **SIGS.** The SIGS on Project Management (PM) and Making Statistics More Effective in Schools of Business (MSMESB) are active at the Annual Meeting this year. PM has seven sessions, while MSMESB has 10 sessions.
- **Track Caucus:** Track Caucuses provide an opportunity for members with shared interests to network and explore potential collaboration, including establishing a Specific Interest Group. Join like-minded scholars and explore common research interests.
Monday, November 18, 5:00 - 6:00pm

Special Event—Classroom Technology Sandbox

The DSI 2013 special event, Classroom Technology Sandbox, will take place on **Sunday, November 17**, and present a new venue for trying out technical products for classroom use. The event is open to all conference attendees. Attendees don't just meet the technology vendors but also get to experiment with the products and learn from colleagues that are already using the technology in the classroom. Participating vendors include Cengage, Ivy Software, Responsive Learning Technologies and SAS. You can find the agenda for this event below:

www.decisionsciences.org/annualmeeting/meetinginfo/sandbox.asp

Special Workshop-Microsoft Windows 8 and DreamSpark Premium

On **Monday, November 18**, Microsoft Executive Bradley K. Jensen, will hold two workshops, where he will demon-

see **PROGRAM CHAIR**, page 41

2013 DSI Annual Meeting Awards

DENNIS E. GRAWOIG DISTINGUISHED SERVICE AWARD

To be announced

BEST PAPER AWARDS

Best Application Paper

Supply Chain Planning at a Chemical Process Industry

Nils-Hassan Quttineh, Linköping University

Helene Lidestam, Linköping University

Best Empirical/Theoretical Paper

Why Do Some Product Recalls Succeed and Others Fail?: A Grounded Theory Investigation of the Recall Process

Kaitlin Wowak, The University of Notre Dame

Christopher Craighead, The Pennsylvania State University

Dave Ketchen, Auburn University

Best Student Paper

Conceptualizing Redundancy in Hospital Operations—The Key to Dynamic Balance

Huay Ling Tay, University of Melbourne, Australia

Vikram Bhakoo, University of Melbourne, Australia

Prakash J. Singh, University of Melbourne, Australia

Best Interdisciplinary Paper

Managing Brand Equity in E-Banking: A Simultaneous Equations System Approach

Ta-Wei Kao, The State University of New York at Buffalo

Winston T. Lin, The State University of New York at Buffalo

Hsin-Hsin Chang, National Cheng Kung University

INSTRUCTIONAL INNOVATION AWARD COMPETITION FINALISTS

(The winner will be determined at the 2013 Annual DSI Conference in Baltimore after the finalists' presentations.)

Teaching Innovations Using Active and Team-based Learning in Business Classrooms

Brent Kitchens, University of Florida

Tawnya Means, University of Florida

Yinliang Tan, University of Florida

The Integrative Business Experience (IBE): An Integrated, Hands-on Foundation for Undergraduate Business Education

Larry Michaelsen, University of Central Missouri

The Power of '20 Questions': Increasing Student Interest and Engagement with Business Cases by Turning Them into Consulting Exercises

Sinan Erzurumlu, Babson College

Supply Chain—Marketing Shark Tank' Experiential Lab Game in Interdisciplinary Business Education: Qualitative and Quantitative Analyses

Anshu Saxena Arora, Savannah State University

Amit Arora, Georgia Southern University

BEST TEACHING CASE STUDIES AWARD COMPETITION FINALISTS

(The winner will be determined at the 2013 Annual DSI Conference in Baltimore after the finalists' presentations.)

Creating Shared Values Through a Socially Responsible Supply Chain: The Case of Samsung Tesco

Yoo-Taek Lee, Boston University School of Management

Where in the World Is Timbuk2? Outsourcing, Offshoring, and Mass Customization

Kyle Cattani, Indiana University

Gérard Cachon, Wharton School, University of Pennsylvania

Serguei Netessine, INSEAD Business School

Tetra Pak: Sustainable Initiatives in China

Fu Jia, University of Exeter Business School

Zhaohui Wu, Oregon State University

Jonathan Gosling, University of Exeter Business School

ELWOOD S. BUFFA DOCTORAL DISSERTATION AWARD COMPETITION FINALISTS

(The winner will be determined at the 2013 Annual DSI Conference in Baltimore after the finalists' presentations.)

An Agent-Based Modeling Approach to Reducing Pathogenic Transmission in Medical Facilities and Community Populations

Sean Barnes

(Ph.D. University of Maryland, Advisor: Bruce Golden)

Currently at University of Maryland

Improving Hospital Quality and Patient Safety: An Examination of Organizational Culture and Information Systems

John Gardner

(Ph.D. Ohio State University, Advisor: Ken Boyer)

Currently at Brigham Young University.

Network Models and Infectious Disease Control: Analysis and Insights

Eva A. Enns

(Ph.D. Stanford University, Advisor: Margaret L. Brandeau)

Currently at University of Minnesota School of Public Health

Essays on Service Improvisation Competence: Evidence from the Hospitality Industry

Enrico Secchi

(Ph.D. Clemson University, Advisor: Aleda Roth)

Currently at University of Victoria

THE CAROL J. LATTA MEMORIAL DSI EMERGING LEADERSHIP AWARD FOR OUTSTANDING EARLY CAREER SCHOLAR

To be announced



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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. **Applications received after October 1 will receive consideration on a space-available basis.** 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? _____



New Faculty Development Consortium Schedule

Co-sponsored by Bowling Green State University

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 (see application information on previous page). The consortium will be held on **Saturday, November 16, 2013**, as part of the DSI conference. The day-long agenda for the consortium will consist of interactive presentations and panel discussions led by business faculty at varying stages of their careers. The program will also provide opportunities for interaction and networking with experienced faculty as well as with co-participants in the Consortium.

New Faculty Development Consortium Coordinator

Anthony Ross, *University of Wisconsin, Milwaukee*

- **Continental Breakfast and Registration**
7:45 - 8:00am
- **Welcome and Introduction**
8:00 - 8:30am
- **Fellows Panel: What We Did Not Know Then—What We Should Know Now**
8:30 - 9:30am
- **Biggest Mistakes Junior Faculty Make and How to Avoid Them**
9:30 - 10:30am
Julie E. Kendall, *Rutgers University*
Peter T. Ward, *Ohio State University*
Lori Franz, *University of Missouri*
Manoj Malhotra, *University of South Carolina*
Marc J. Schniederjans, *University of Nebraska*
- **Coffee Break**
10:30 - 10:45am

- **Insights from Academic Deans (Jointly with the Doctoral Consortium)**
10:45-12:00pm
Latha Ramchand, Dean, *C. T. Bauer College of Business, University of Houston*
Paul M. Bobrowski, Dean, *School of Business Administration, University of Dayton*
Tim Smunt, Dean, *Sheldon B. Lubar School of Business, University of Wisconsin-Milwaukee*
Karyl Leggio, Dean, *Sellinger School of Business and Management, Loyola University Maryland*
- **Luncheon (Jointly with Doctoral Consortium)**
12:00-1:20pm
Maling Ebrahimpour, President DSI
Funda Sahin, 2013 DSI Annual Meeting Program Chair
Greg Ulferts, Executive Director, Alpha Iota Delta
James Viehland, Executive Director, Beta Gamma Sigma
- **Publishing in Top Journals (Jointly with Doctoral Consortium)**
1:20-2:45pm
Asoo Vakharia, *University of Florida*, Editor, *Decision Sciences Journal*
Vijay Kannan, *Utah State University*, Editor, *Decision Sciences Journal of Innovative Education*
Thomas Choi, *Arizona State University*, Co-Editor-in-Chief, *Journal of Operations Management*
Daniel Guide, *Pennsylvania State University*, Co-Editor-in-Chief, *Journal of Operations Management*
- **Coffee Break**
2:45-3:00pm
- **Breakout Sessions**
3:00-4:00pm
Session A: Navigating the Waters at Teaching/Research University
Laura Birou (moderator), *Louisiana Tech University*
Peggy Daniels Lee, *Indiana Univ-Purdue University Indianapolis*

Kathryn M. Zuckweiler, *University of Nebraska-Kearney*

Session B: Navigating the Waters at Research Universities

Joy Field (moderator), *Boston College*
Tom Kull, *Arizona State University*
Venkat Munirpallam, *Indiana University-Bloomington*
Jan Olhager, *Lund University Sweden*
Enjoying Life as an Academic
4:00 -5:00pm
Bertie M. Greer (moderator), *Northern Kentucky University*
Chetan Sankar, *Auburn University*
Jan Olhager, *Lund University Sweden*
David Xiaosong Peng, *University of Houston*

• Closing Remarks

5:00-5:15pm
Anthony Ross, *University Wisconsin-Milwaukee*

• Reception (Jointly with Doctoral Consortium)

5:15-6:00 PM
Sponsored by Alpha Iota Delta and Beta Gamma Sigma



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 practical skills in addition to content knowl-

edge. 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 expe-

rienced 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



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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

DSI's 31st annual Doctoral Student Consortium will take place on Saturday, November 16.

- **Continental Breakfast and Registration**
8:00 - 8:30 am
- **Welcome and Introductions**
8:30 - 9:00 am
- **Best Teaching Practices from the Master**
9:00 - 10:30 am

Harvey J. Brightman, Emeritus Professor,
Georgia State University

- **Networking Break**
10:30 - 10:45 am
- **Joint Deans Panel with New Faculty Development Consortium**
10:45 am - 12 pm

Moderators: Anthony Ross and Dan Guide

Panelists:

Latha Ramchand, Dean, C. T. Bauer College of Business, University of Houston

Paul M. Bobrowski, Dean, School of Business Administration, University of Dayton

Tim Smunt, Dean, Sheldon B. Lubar School of Business, University of Wisconsin-Milwaukee

Karyl Leggio, Dean, Sellinger School of Business and Management, Loyola University Maryland

- **Joint Luncheon with New Faculty Development Consortium**
12:15 - 1:20 pm

Greetings and Introduction

Maling Ebrahimpour, President DSI

Funda Sahin, 2013 DSI Annual Meeting Program Chair

Greg Ulferts, Exec. Director, Alpha Iota Delta

James Viehland, Executive Director, Beta Gamma Sigma

- **Publishing in Top Journals (with New Faculty Development Consortium)**
1:20-2:45 PM

Moderator: Anthony Ross

Asoo Vakharia, University of Florida, Editor, Decision Sciences Journal

Vijay Kannan, Utah State Univ, Editor, Decision Sciences Journal of Innovative Education

Thomas Choi, Arizona State Univ., Co-Editor-in-Chief, Journal of Operations Management

Daniel Guide, Pennsylvania State University, Co-Editor-in-Chief, Journal of Operations Management

- **Networking Break**
2:45 - 3:00 pm
 - **The Transition from Student to Faculty and Your Research Strategy**
3:00 - 4:30 pm
- Moderator:** Dan Guide
- Panelists and Group Session Leaders:**
- James Abbey, Texas A&M
- Aravind Chandrasekaran, Ohio State Univ.
- Erika Marsillac, Old Dominion University
- David Dobrzykowski, University of Toledo

- **Closing Remarks**
4:30 - 4:45 pm

- **Joint Reception with New Faculty Development Consortium**
5:15 - 6:00 pm

Sponsored by Alpha Iota Delta and Beta Gamma Sigma ■

2013 Professional Faculty Development Program Schedule

Enhance Research, Teaching and Service Skills

The Professional Faculty 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 this program—separate registration is not required.

Co-coordinators:

Shawnee Vickery
Michigan State University

Xenophon Koufteros
Texas A&M University

SATURDAY, NOVEMBER 16:

- **New Developments in Structural Equation Modeling**
10:30 - 12:00pm

Presenter: George Marcoulides, *University of California-Riverside*, Editor, *Structural Equation Modeling*; Editor, *Educational and Psychological Measurement*

A fairly large number of academics are using structural equations modeling. Several novel approaches and techniques will be discussed and practical examples will be offered. The level of presentation for the workshop presumes some familiarity with the basic principles of factor analysis. No prior familiarity with the Mplus software is assumed.

- **New Developments in PLS**
1:30 - 3:00pm

Presenter: Wynne W. Chin, *Univ of Houston*

PLS is a popular software that offers several advantages over other SEM software packages. In this session a variety of new developments regarding PLS will be discussed and tangible examples will be offered.

- **Is PLS a Panacea? A Lively Debate**
3:30 - 5:00pm

Panelists: George Marcoulides, *University of California-Riverside*; Wynne W. Chin, *University of Houston*

PLS has seen popular for many years across several disciplines. Many users examine their models via PLS but fail to understand whether the use of PLS is wise given their model specification. The two panelists will discuss the merits and caveats of using PLS.

SUNDAY, NOVEMBER 17:

- **Research Trends in Supply Chain Management**
8:30 - 10:00am

Moderator: Shawnee Vickery, *Michigan State University*

Panelists:

Christopher Craighead, *Pennsylvania State University*

Subodha Kumar, *Texas A&M*

Ram Narasimhan, *Michigan State University*

Stephan Wagner, *Swiss Federal Institute of Technology Zurich*

Xiande Zhao, *China Europe International Business School (CEIBS)*

The panel will discuss the existing state of research in the field of supply chain management and offer directions for future research. Opportunities for research across a variety of domains will be identified. The panel will identify “hot topics” and relevant methodologies.

- **Editor's Panel**
1:30 - 3:00pm

Moderator: Xen Koufteros, *Texas A & M University*, Associate Editor *DSJ*, *JOM*, *JBL*, & *JSCM*

Panelists:

Chad Autry, Co-Editor-in-Chief, *Journal of Supply Chain Management*

Tom Choi, Co-Editor-in-Chief, *Journal of Operations Management*

Stanley E. Fawcett, Editor in Chief, *Journal of Business Logistics*

Dan Guide Co-Editor-in-Chief, *Journal of Operations Management*

Manus (Johnny) Rungtusanatham, Department Editor, *Production & Operations Management*

Srinivas Talluri, Department Editor, *IEEE Transactions*

Asoo Vakharia, Editor, *Decision Sciences Journal*

The session will begin with a brief introduction of each Journal. We will then have break-away sessions with each editor. Attendees will then have a chance to meet each of the editors on a one-on-one basis for a three minute session each. This provides an opportunity for individuals to interact personally with the editors.

- **Parallel Sessions**
3:30 - 5:00pm

Research Trends in Management Information Systems

Moderators: Xen Koufteros and Shawnee K. Vickery

Panelists:

Greg R. Heim, *Texas A&M University*

Salvatore March, *Vanderbilt University*

Marcus Rothenberger, *UNLV*

Pankaj Setia, *University of Arkansas*

The panel will discuss the challenges and opportunities of publishing papers in top journals the field of management information systems. It will discuss the existing state of research and offer directions for future research. The panel will identify “hot topics” and relevant methodologies.

Web-Based Teaching (WBE)

Presenters: Anil Aggarwal, *University of Baltimore*; Veena Adlakha, *University of Baltimore*

Many professors will invariably be called to teach online courses. The session will offer valuable insights regarding e-Learning, m-Learning, social media and gaming. Web-based teaching (learning) is the “new” norm. It is projected that online learning will reach almost 50% in the next five years. Many universities require new faculty to be competent in online teaching or at least be willing to teach online. WBE, however, is very different than face-to-face teaching. What works in face-to-face almost always never works in WBE. Based on our more than ten years of online teaching experience we discuss what works best for online education. In addition, we will discuss what strategies must be implemented to avoid a 24/7 teaching environment. ■



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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:

• 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

Sunday, November 17

- 8:00-8:45am: Open
- 9:00-9:45am: *Digital Homework Solutions*, Cengage
- 10:00-10:45am: *Quantitative pre-matriculation materials for MBA programs*, Ivy Software
- 11:00am-11:45am: *Using Technology in the Classroom*, Cengage
- 12:00-12:45pm: Open
- 1:00-2:45pm: Responsive Learning Technologies
- 3:00-4:45pm: JMP Software:SAS



Baltimore harbor

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 |



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
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Supply Chain Management

Goker Aydin, Indiana Univ.
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Burcu Keskin, Univ. of Alabama
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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

from **PROGRAM CHAIR**, page 33

strate how to leverage Windows 8 and DreamSpark in the classroom. He will also share success stories from educators that have in-class experiences with both. Bring a Windows 8 laptop to these hands-on workshops.

New Talent Showcase

PhD students will showcase their research in several sessions enabling employers to observe job market candidates present.

Meals and Networking Opportunities

Continental breakfast will be offered from 7:45-8:15 am on Sunday, Monday, and 7:30-8:00 am on Tuesday. The Wel-

come Reception will be held on Saturday from 6:00-7:00 pm. On Sunday, **Fellows Luncheon** will take place from Noon-1:00 pm. The **President's Reception** will follow on Monday, 6:00-7:00 pm. The conference will conclude on Tuesday with **President's Luncheon** from 11:30-1:00 pm. Please join us during these events and take the opportunity to engage with colleagues, catch-up with friends and extend your networks.

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/Annual-meeting/default.asp
Also, please check the Facebook and

LinkedIn pages for DSI conference highlights.

www.linkedin.com/groups?home=&gid=4864150&trk=anet Ug_hm

www.facebook.com/pages/Decision-Sciences-Institute/134044053332922 ■

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

Endnotes

1. It should be noted that the first edition of Berry and Linoff's book was released in 1997.
2. Websites for universities mentioned in article:
Northwestern University:
www.analytics.northwestern.edu/
New York University:
www.stern.nyu.edu/programs
North Carolina State University:
analytics.ncsu.edu
University of Arkansas:
waltoncollege.uark.edu/isys/

References

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- Watson, H. J. (2013, May/June). The business case for analytics. *BizEd*, XII(3), 49-54. ■
- 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
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- In the Classroom*
Kathryn Zuckweiler, University of Nebraska, Kearney
zuckweilerkm@unk.edu
- Information Technology and Analytics*
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



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.

Later, when I became a new faculty member, or “junior faculty,” I found that DSI had a special event for us as well, called the New Faculty Development Consortium. Again, this is another opportunity for junior faculty to meet with each other, listen to more experienced faculty, and learn about the pitfalls—that is, what should be avoided in order to achieve tenure and promotion. You will learn about the best strategies on how to navigate the road to a successful career. If you are new faculty, I encourage you to register and attend this event created with you in mind. I am looking forward to seeing you in Baltimore.

In the last issue, I had the unfortunate job of informing you of the passing of Carol Latta. In this issue, I must be the bearer of still more sad news. As you read through the pages of this issue, you will be informed that DSI has lost another devoted and longtime member, Linda Sprague, who passed away last month. For sure we are going to miss her at our annual conference.

With all the challenges that we faced this year, I am sure that we, as an organization, will emerge stronger and more robust. During the last couple of months the charges were developed and the teams for various committees were formed from the pool of volunteers. Below is the list of the committees and their respective chairs. The list is not in any particular order. Please communicate with them if you have any questions or issues that you would like to bring to their attention. I am sure they will be more than happy to hear your thoughts.

- **Fellows Committee**—Mark Davis
mdavis@bentley.edu
- **Member Services Committee**—Robert Pavur
pavur@unt.edu
- **Regional Activities Committee**—Marc Schniederjans
mschniederjans1@unl.edu
- **Financial and Investment Advisory Committee**—
Johnny Rungtusanatham, rungtusanatham_1@fisher.osu.edu
- **Nominating Committee**—E. Powell Robinson, Jr.
eprobinson@bauer.uh.edu
- **Strategic Planning for International Affairs**—Jatinder (Jeet) N.D. Gupta, guptaj@uah.edu
- **Information Technology Committee**—Jon Jasperson
jjasperson@mays.tamu.edu
- **Program and Meetings Committee**—Rebecca Duray
rduray@uccs.edu
- **Marketing and Communications Committee**—Xenophon Koufteros, xkoufteros@mays.tamu.edu
- **Publications Committee**—Merrill Warkentin
m.warkentin@msstate.edu

A great conference awaits you in Baltimore. Let's meet there. ■

Decision Sciences Institute Fellows

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

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: ____/____

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(Please Print)

Signature _____

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City/State/Zip _____

INSTITUTE CALENDAR

■ 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 1

Deadline for submission of proposals to *Decision Sciences Journal of Innovative Education (DSJIE)* for individuals interested in serving as Guest Editors for a Special Issue to be published in 2015.

December 28 - 30

The **7th Annual Meeting of the Indian Sub-continent** 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 has passed.

■ 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 has passed.

■ 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 _____

(Please Print)

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