

# DECISION LINE

Vol. 30, No. 2

March 1999

## Congratulations to 1999-2000 DSI Officers

### PRESIDENT-ELECT

Michael J. Showalter, *Florida State University*

### SECRETARY

Benito E. Flores, *Texas A&M University*

### AT-LARGE VICE PRESIDENTS

Thomas E. Callarman, *Arizona State University*

Nancy Lea Hyer, *Vanderbilt University*

Julie E. Kendall, *Rutgers University at Camden*

### SOUTHEAST REGIONALLY-ELECTED VICE PRESIDENT

Stephanie S. Robbins, *University of North Carolina-Charlotte*

### SOUTHWEST REGIONALLY-ELECTED VICE PRESIDENT

Michael E. Hanna, *University of Houston-Clear Lake*

### WESTERN REGIONALLY-ELECTED VICE PRESIDENT

Terrell G. Williams, *Western Washington University*

The tabulation of the ballots was conducted and audited by DATAMATX, Atlanta, Georgia. See page 38 for more information on the new officers. ■



## PRESIDENT'S LETTER

Terry R. Rakes, Virginia Polytechnic Institute and State University

THIS YEAR HAS GONE BY AMAZINGLY FAST. It seems like yesterday that I began my term as president of the Institute, and now it's almost time for Lee Krajewski, University of Notre Dame, to take over. For me, this year has been a wonderful experience. I have truly enjoyed working with our officers and board members, committee chairs, the home office staff, and the many members who have contributed their time and energies to move the Institute forward over the last year. I believe that we have accomplished much, and I would like to share some of those accomplishments with you in this letter.

You may recall that in my first letter I stressed the importance of communication and of making sure that each member has a voice in setting the future course of the Institute. I believe that we have made significant progress in that direction. In the past, our mechanism for surveying the membership on important issues revolved

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around a paper survey distributed at the annual meeting. Response was, to put it mildly, very weak. This year Scott Shafer, member services coordinator, developed and administered a web-based member survey to which nearly 500 of you responded. This survey covered numerous topics including perceived success of our meetings, publications, and suggestions for improvement. The Board of Directors is in the process of analyzing the survey and is certain that the results will provide useful information for planning for the future.

Improved communication between the regions of the Institute and the central leadership is also a worthy goal. This year's Regional Activities Committee, under the leadership of Lee Krajewski, has undertaken a significant discussion on ways to share best practices among regions and the home office in an effort to strengthen the

bonds between the Institute and its regional subdivisions.

On a broader scale, all of our committees and activity coordinators act as communication conduits for developing, collecting, and forwarding important issues and ideas to the Board of Directors. I want to extend my deepest gratitude to all of the committee members, chairpersons, and coordinators who worked very hard this year to further the goals of the Institute. While space does not permit me to list all of the members, I would like to recognize the chairs, who provided the leadership for the committees, and the activity coordinators. They are listed below.

Around this time last year, I developed charges for each committee and each coordinator which were designed to focus their discussions and activities. Most of these charges were aimed at accomplishing the

Institute's seven mission-driven goals. In his letter last March, then-president Jim Evans listed seven goals which the Board had developed to provide guidance for Institute activities. Subsequent to that, the Board has gone through another cycle of reviewing and refining these goals. The result is a re-prioritized set of goals as follows:

- Improve dissemination of innovation in teaching, curriculum, and scholarship
- Increase the number and variety of professional development activities
- Enhance member services at the international and regional levels

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## Thanks to 1998-99 Committee Chairs and Coordinators...

- **William C. Perkins**  
*Indiana University*, Chair, Alpha Iota Delta Liaison Committee
- **William Naumes**  
*University of New Hampshire*, Chair, Case Studies Committee, and Best Case Studies Award Competition Coordinator
- **John C. Anderson**  
*University of Minnesota*, Chair, Development Committee for Excellence in the Decision Sciences
- **Karen L. Fowler**  
*University of Northern Colorado*, Chair, Doctoral Student Affairs Committee
- **Terry R. Rakes**  
*Virginia Polytechnic Institute and State University*, Chair, Executive Committee
- **Ernest C. Houck**  
*Virginia Polytechnic Institute and State University*, Chair, Fellows Committee
- **F. Robert Jacobs**  
*Indiana University*, Chair, Information Technology Committee
- **Janelle Heineke**  
*Boston University*, Chair, Innovative Education Committee, and Instructional Innovation Award Competition Coordinator
- **Michael J. Showalter**  
*Florida State University*, Chair, Investment Advisory Committee
- **Scott M. Shafer**  
*Wake Forest University*, Chair, Member Services Committee
- **James R. Evans**  
*University of Cincinnati*, Chair, 1998-99 Nominating Committee
- **Stephanie S. Robbins**  
*University of North Carolina-Charlotte*, Chair, Programs and Meetings Committee
- **David F. Rogers**  
*University of Cincinnati*, Chair, Publications Committee
- **Lee J. Krajewski**  
*University of Notre Dame*, Chair, Regional Activities Committee
- **Robert E. Markland**  
*University of South Carolina*, Chair, Strategic Planning for International Affairs Committee
- **Harvey J. Brightman**  
*Georgia State University*, Chair, Ad hoc Committee on a Teaching Journal
- **Robert E. Markland**  
*University of South Carolina*, Global Development Coordinator
- **Scott M. Shafer**  
*Wake Forrest University*, Member Services Coordinator
- **Gary Klein**  
*The University of Colorado at Colorado Springs*, Placement Services Coordinator

## ... and Thanks to 1998-99 Outgoing Board Members

- Past President  
**James R. Evans**  
*University of Cincinnati*
- Secretary  
**Gary L. Ragatz**  
*Michigan State University*
- Vice President  
**G. Keong Leong**  
*The Ohio State University*
- Vice President  
**Michael J. Maggard**  
*Northeastern University*
- Vice President  
**Kathy L. Pettit-O'Malley**  
*University of Idaho*
- Vice President  
**Nada R. Sanders**  
*Wright State University*
- Vice President  
**Gary A. Williams**  
*Western Carolina University*
- Vice President  
**Ronald M. Zigli**  
*The Citadel*

- Increase membership and participation of all disciplines
- Increase globalization of the Institute
- Promote the development and dissemination of research having educational and practical importance
- Expand interdisciplinary activities

The Development Committee for Excellence in the Decision Sciences, led by John Anderson, has developed an extensive analysis of these goals and recommendations for furthering refining and achieving them. The Board will be using this report, along with feedback from all the committees and coordinators and the results of the member survey, to undertake another cycle of strategic planning during the spring. The results of this effort should provide focus for our activities during the coming year.

The Alpha Iota Delta Liaison Committee, with Bill Perkins providing the leadership, secured Prentice-Hall as a new co-sponsor for the Instructional Innovation Award Competition beginning in 1999. We welcome this new participation by Prentice-Hall and thank them for their involvement in the Institute over the years. The committee has also developed several new initiatives which will increase the exposure of Alpha Iota Delta at the regional levels and better serve the decision sciences community.

Better use of information technology remains a high priority for the Institute. The Information Technology Committee, chaired by Bob Jacobs, has continued to explore ways to use IT to benefit our programs. For the first time, the 1998 annual meeting offered the conference proceedings on CD-ROM, while still making hard copies available to those who wanted them. This change was very well received by the attendees. The Board will continue to monitor the mix of media requested by the members in the belief that over time we will be able to move totally to CD-ROM format. We continue to use the web as a primary vehicle for placement activities and are actively exploring use of the web for on-line member directories, electronic submission of conference abstracts, and on-line conference registration. Another major IT initiative begun this year which will continue into the coming year is a major re-vamp-

ing of the software used by the home office for accounting and member database management.

The Investment Advisory Committee, led by Mike Showalter, continues to monitor the Institute's investments in an attempt to achieve the highest possible return without exposing our reserves to undue risk. Recent decisions by the Board which have increased our percentage of funds invested in equity instruments should enhance this strategy.

As mentioned earlier, one of the major efforts this year of Member Services Coordinator Scott Shafer was to develop and administer the new web-based member survey. Another major issue related to member services for some time has been the lack of success of the Campus Representative Program. The Board took action this year to discontinue the program, and will be searching for better ways to disseminate information at the campus level.

The Institute's publications continue to be a hallmark of our achievement. Barbara Flynn was re-appointed to, and has agreed to serve, another three year term as editor of *Decision Line*. With Barbara providing leadership of the news publication and Ram Narasimhan providing leadership as the new editor of *Decision Sciences*, our publications are in very good hands.

The Institute continues to explore possible needs for other publications to better serve the members. The Ad Hoc Committee on a Teaching Journal, led by Harvey Brightman, gathered much data related to the possible need for a new journal devoted to teaching pedagogy and developments. Because data is still needed relative to the needs and desires of the members for a new journal, and whether such a journal should follow the traditional format or should perhaps be an electronic journal, the ad hoc committee will be continued for another year to complete study of this very involved issue.

The Strategic Planning for International Affairs Committee, led by Bob Markland, has continued to explore ways to enhance our global presence. In addition to monitoring the upcoming 1999 DSI International Meeting in Athens, Greece, this July, the committee is exploring sites for a 2001 meeting and should be bringing forth a recommendation very soon. My thanks go to Steve Zanakis, our program chair for

the Athens meeting, for his tremendous efforts in arranging this conference.

Our meetings continue to be another hallmark of the Institute. We have much to be proud of in our international meetings, our annual meeting, and the various regional meetings held each year. Our annual meeting in Las Vegas was the most highly attended in the history of the Institute, and by all accounts was an excellent meeting. We thank Mike Parent, the 1998 program chair, his program committee, and all of the members who contributed to this success. This is most certainly an accomplishment of which we can all be proud.

There are numerous other decisions and policy changes which the Board has made this year, too extensive to detail in their entirety. From my point of view, it has been a very successful year. As my term of office comes to a close, I would like to sincerely thank all of you for your support, guidance, and cooperation over the past year. The Institute depends on the efforts of volunteers, and there is no finer group of people to work with anywhere than the members of DSI. I would especially like to thank the other officers and Board members who have been such a pleasure to work with: George Benson, Bob Collins, Mark Davis, Jim Evans, Soumen Ghosh, Jeet Gupta, Norma Harrison, Tom Jones, Lee Krajewski, Keong Leong, Mike Maggard, Kathy Pettit-O'Malley, Gary Ragatz, Nada Sanders, Gary Williams, and Ron Zigli. Their dedication and collective wisdom made our time together this year a true pleasure. Finally, my deepest gratitude goes to our Executive Director Carol Latta, our Publications Coordinator Hal Jacobs, and all of the home office staff. Their support and encouragement has made this last year a wonderful experience.

In April, I will be passing the gavel to Lee Krajewski. The Institute could not be in better hands. Lee's organizational skills, attention to detail, diplomatic and collegial approach to working with people, insight into complex problems, and dedication to the Institute make him the ideal person to lead the organization as we transition to the next century. I look forward to working with him during the coming year.

Again, I thank you all for giving me the opportunity to have served as the president of the Institute. It has definitely been one of the highlights of my career. Thanks, and best wishes. ■