

■ Barbara B. Flynn, Babcock Graduate School of Management, Wake Forest University

As we look forward to summer projects, trips and just plain relaxing, we have a number of interesting articles. We start with a letter from President Lee Krajewski. He outlines the Board of Directors' goals for the Institute for the coming year. These include reengineering the member information system and enhancing services to the members of the Institute, particularly the annual meeting. He also discusses the need for initiating dialogue on the role of the Institute in the academic community and how we can become more proactive and innovative.

I would like to welcome Holly Lewis, Pennsylvania State University, as the new feature editor of the Production/Operations Management column. Her guest writer, Linda Angell, Pennsylvania State University, discusses the strategic role of environmental operations management and how it has evolved, speculating on its role in the future. Although it began—with pressures from a variety of groups—as a control and compliance function, she describes how it has taken on a more strategic role, becoming more integrated into the operations management function. Her recent survey of 575 environmental and operations managers in Pennsylvania supports this perspective. She also discusses environmental operations management as a research area, proposing several interesting areas for potential research.

In the International Issues feature, Chris Voss, London Business School, Dick Chase, University of Southern California, and Aleda Roth, University of North Carolina-Chapel Hill, discuss their latest research project. Although there have been a number of significant studies of international manufacturing operations, these researchers have undertaken to study international service strategies, including public sector organizations and services delivered by manufacturing organizations, as well as more traditional service organizations. They provide details on some of the unique features of their project, including using a face-to-face survey instrument, which permits immediate feedback to the respondents, as well as clarification of questions and substantiation of responses.

Lance Eliot, Eliot and Associates, discusses strategic information systems plan-

ning in his Information Technology feature. He discusses the definition and purpose of visions, missions and values in developing an IS strategy, including how to make them sensible, credible and lived by. He provides a useful framework for judging visions, missions and values in strategic planning drafts. In the Real Life Adventures of a Decision Scientist, Andrew Vazsonyi, University of San Francisco, follows up his column on Euclid with a refreshing look at the Pythagorean Theorem.

Rick Hesse, Pepperdine University, puts a new twist on an old problem in his In the Classroom feature. He begins by describing how the travelling salesperson problem can be recast as a string and shows the use of a spreadsheet application for easily solving it. He then describes the ingenious solution developed by one of his students that allows its solution without requiring changing the size of the problem. In the Doctoral Student Issues feature, Julie Kendall, Rutgers University, invites Ayman Hamdi Abu Hamdiah to describe his experiences as a Rutgers University doctoral student supported by the Fulbright Program. In addition to the history of the program, he describes the support provided by the Fulbright Program for helping doctoral students dealing with the culture shock of life in the U.S., as well as dealing with the “reverse culture shock” of returning home to their native countries.

In From the Bookshelf, Andrew Ruppel, University of Virginia, deals with the themes of time, rhythms and change in his review of three books. *Conquering Uncertainty* uses the analogy of the four seasons in developing guidelines for dealing with business planning problems. *Clockspeed* describes the shortening of corporate life cycles to the speed of “industrial fruit flies,” as well as ways to deal with the dynamic competitive advantages associated with dramatically shorter corporate life cycles. Finally, *Confucious Lives Next Door* describes the influence of the Confucian philosophy on all aspects of Japanese culture and society, including many business examples. This issue concludes with Scott Shafer, Wake Forest University, examining the perspectives of students, faculty and academic administrators concerning DSI in his Membership Roundtable. ■



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