

1999 Program Chair's Message

Tom Jones, University of Arkansas



With great pride, I hereby proclaim the 1999 Annual Meeting to have been a huge success. (Obviously, not an impartial statement, but reflective of numerous comments received by the Program Committee.) My thanks are extended to **you** for your role in contributing to its success.

I really appreciate the warm comments concerning the slide presentation "The 30th Anniversary Commemoration of the Decision Sciences Institute." If you want to stroll down memory lane again, this PowerPoint presentation can be accessed from the Institute's website (<http://www.decisionsciences.org>).

The theme of the 1999 Annual Meeting was *Looking to the Future*. However, we also must look to the past to appreciate the vision that Dennis Grawoig had and to appreciate and applaud the diligent work of many people who have made the Decision Sciences Institute the great organization that it is.

More than 30 years ago, Dennis Grawoig had an idea which provided the impetus for a new professional organization. At that point in time, there was no interdisciplinary group to focus on the use of behavioral, computer, and math tools for decision making. Via correspondence to faculty throughout the country, Grawoig promoted "developing some type of association for business school faculty members interested in the quantitative area."

In November 1968, a small group of business school representatives held organization meetings in Atlanta and Columbus, Ohio. Articles of Incorporation were filed December 6, 1968. The first national meeting of the American Institute for Decision Sciences occurred in October, 1969 in New Orleans. Its theme was *Decision Science: Model for the Future*.

Dennis Grawoig served as the first President for two years and as Executive Director until 1985. In 1986, Carol Latta became Executive Director, having been Assistant Executive Director since 1977.

Two and a half years ago (April 1997), I began a venture that has been full of challenges and opportunities. Terry Rakes, then President-Elect, contacted me to be program chair. After securing the support of my department chair, David Douglas, and my dean, Doyle Williams, I agreed, subject to approval by the DSI Board of Directors. Terry, David and Doyle, I thank you.

It is an honor and a privilege—which I thoroughly enjoyed—to have been the 1999 Annual Meeting Program Chair. Thank you.

The assistance and cooperative efforts of **Becky Chaney**, Proceedings Coordinator, and **David Douglas**, Associate Program Chair—two colleagues whose friendship I truly value—were exceptional. My special thanks go to **Carol Latta** and **Hal Jacobs**, Executive Director and Publications Coordinator, respectively, for their valuable guidance. **Al Avery** also is deserving of special recognition. It is beyond comprehension how I could have undertaken the daunting tasks which confronted me without his Conference Management System (CMS) software. The great looking, informative, and easy-to-use program website was produced by CMS. **Charles Finnell** did a phenomenal job as Annual Meeting Website Coordinator. Also, the support of the **Walton College of Business Administration** and the **CISQA Department** at the **University of Arkansas** are greatly appreciated.

One year ago, in my first Program Chair's Message, I remarked that I was fortunate to be working with an enthusiastic, hard working group of Track Chairs, Theme Chairs, and Coordinators. This being my last Program Chair's Message, let me conclude my saying that they did a superb job.

TRACK AND THEME CHAIRS:

Lynn K. Griffin, Accounting: Theory, Applications, and Practice Track
Jonathan P. Pinder, Case Studies Theme
Rose Sebastianelli, Curricular Issues Theme
Kenneth E. Kendall and **Ron G. Thorn**, DSS/AI/Expert Systems/Multimedia Systems Track
James J. Divoky and **Mary Anne Rothermel**, Educational Issues Theme

Robert B. Handfield, Environmental Issues Theme
Garth Allen, Ethical Issues Theme
Shaw K. Chen, Finance/Financial Management Track
Manoj K. Malhotra, Global Issues Theme
Samia M. Siha, Health Care Issues Theme
Hope M. Baker, Innovative Education Track
Amir M. Hormozi, Interdisciplinary Studies Theme
Robert E. Markland, International Business Track
Uma G. Gupta, **Roy Martin**, and **Vivek Shah**, Management Information Systems Track
Chandrashekar D. Challa, Marketing: Theory, Models, and Applications Track
Ina S. Markham, MS/OR: Techniques, Models, and Applications Track
Toby J. Kash, Organizational Behavior/Organizational Theory Track
Vijay R. Kannan and **Edward M. Knod, Jr.**, Production and Operations Management: Manufacturing Track
Marc J. Schniederjans, Production and Operations Management: Services Track
Mary L. Fischer, Public Sector Issues Theme
Robert J. Pavur, Quality and Productivity Track
Don B. Bradley III, Small Business, Entrepreneurship, and Industry Applications Theme
Robert L. Andrews, Statistics, Decision Analysis, and Forecasting Track
Farzad Moussavi, Strategy and Policy Track

COORDINATORS:

G. W. Willis, Academic Administrator Program
Brooke Saladin, Case Studies Award Competition
Rose Sebastianelli, Curricular Issues Miniconferences
James C. Hershauer, Doctoral Student Consortium
Dorothy G. Dologite, Elwood S. Buffa Doctoral Dissertation Competition
Cliff T. Ragsdale, Instructional Innovation Award Competition
Ravi Nath and **Allan H. Conway**, MBA Curricular Issues Program
Maling Ebrahimipour, New Faculty Development Consortium
Timothy Paul Cronan, Ph.D. Curricular Issues Program
George A. Marcoulides, Professional Development Program
Roxanne Johnson, Undergraduate Curricular Issues Program ■

1999 Instructional Innovation Award Competition

by Cliff T. Ragsdale, Instructional Innovation Award Coordinator, Georgia Southern University

Congratulations to Professors Harvey Brightman and Robert Elrod of Georgia State University, winners of the twenty-first annual Decision Sciences Institute's Instructional Innovation Award. This competition is jointly sponsored by Alpha Iota, Prentice Hall, and the Decision Sciences Institute, with additional financial support from Prentice-Hall, Inc. Authors of the four finalist submissions received certificates of recognition and honorary membership in Alpha Iota Delta at the President's Luncheon. Winners also shared a \$1,500 cash award, with \$250 being awarded to each of the other finalist entries.

The competition followed a two-stage process. In the initial stage, each submission was evaluated relative to the following criteria: (1) content, (2) organization, (3) written presentation, (4) transferability, and (5) innovation. This phase of the review process identified the four submissions that advanced to the final round of the competition. The second stage consisted of presentations of these submissions at the special Instructional Innovation Award Competition session in New Orleans.

Professors Brightman and Elrod's winning submission is titled "From Worst to First: An Innovative EMBA (and MBA) Decision Science Course." In it, they describe a redesigned decision science course framed within Herbert Simon's problem solving model focusing on the intelligence, design, and choice phases of decision making. Each phase allows students to be exposed to various statistical, management science, decision support, logical, creative, and cognitive science modeling tools. As their title implies, this course went from being the lowest rated to the highest rated EMBA course at Georgia State University.

The Innovative Education Committee, which serves as the review panel for the competition, also heard excellent presentations by the other three finalist entries. Jeen-Su Lim (University of Toledo), John Heinrichs (University of Toledo), and Lonnie Hudspeth (Florida A&M University) presented "An Integrative Data Mining Ap-

proach for Teaching Knowledge-Based Business Decision Models." Their entry describes an approach for teaching students to use multidimensional databases in strategic decision making.

Alastair Nicholson and Mark Frolich described an innovative technique they use to teach operations management at the London Business School. Titled "Discovery Participant," their approach combines a "hands on" production game with real-time computerized data collection and analysis.

Finally, Robert Eng and Ashok Rao of Babson College presented "Managing in a Global Environment." This submission describes how Babson has teamed with other universities in Europe to provide a cost-effective, web-based approach for giving students a realistic, practical international business experience.

Abstracts for the four finalist submissions appear below. An expanded version of each submission will appear in future issues of *Decision Line*. Past instructional innovation award winners and the titles of their papers are available at the DSI web site

<http://www.decisionsciences.org>.

The following individuals served as members of the 1999 Innovative Education Committee. They deserve a special note of thanks for their hard work and contributions to the award program:

- Janet L. Hartley** (2000
Competition Coordinator),
Bowling Green State University
- Susan D. Amundson**, Arizona State
University
- Hope M. Baker**, Kennesaw State
University
- James J. Cochran**, University of
Cincinnati
- Timothy Paul Cronan**, University of
Arkansas-Fayetteville
- Janelle Heineke**, Boston University
- Anil Khurana**, Boston University
- Brenda L. Killingsworth**, East
Carolina University
- David M. Lyth**, Western Michigan
University
- Ina S. Markham**, James Madison
University
- Larry C. Meile**, Boston College

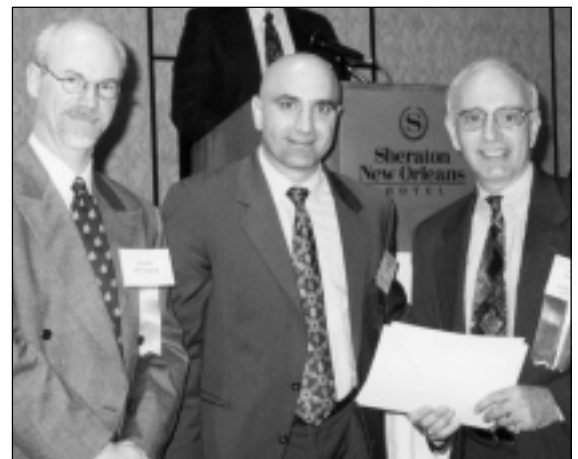
- Brian J. Reithel**, University of Mississippi
- Vivek Shah**, Southwest Texas State University
- Nancy C. Weida**, Bucknell University
- Ronald H. Wright**, LeMoyne College
- Katrina A. Zalatan**, Hartwick College

WINNER

From Worst to First: An Innovative EMBA (and MBA) Decision Science Course

Harvey J. Brightman, Georgia State University
Robert Elrod, Georgia State University

This submission presents our innovative decision science course introduced into the EMBA curriculum in January 1997. We designed the course to achieve two goals. First, we wanted our course to be the highest-rated course within the EMBA program; we had historically been the lowest rated course. Moreover, the MBA-version of the course was among the lowest-rated courses in the MBA curriculum as well. The second goal was to showcase the broad range of innovative subject content within our Decision Sciences Department—statistics and management science, problem solving and the cognitive sciences, and information technology and decision support modeling.



Tom Tucker, Prentice Hall; Ceyhun Ozgur, Alpha Iota Delta; Harvey Brightman, Co-Winner of the Instructional Innovation Award.

FINALISTS (in alphabetical order)

An Integrative Data Mining Approach for Teaching Knowledge-Based Business Decision Models

Jeen-Su Lim, University of Toledo

John Heinrichs, University of Toledo

Lonnie Hudspeth, Florida A&M University

Rapid change, increasing complexity, voluminous information and increasing uncertainty characterize today's business environment. To succeed, a firm's decision-makers must learn at a rate faster than the rate of environmental change. Using decision support applications integrated with theoretical decision models can induce mental model creation (learning). Mental model creation is essential for decision-making effectiveness in turbulent environments. This course demonstrates that insight generation, decision-making and strategic thinking can be enhanced through training. Students are shown how to use decision support applications to "mine" a firm's multidimensional database to discover "gold nuggets" of insight that lead to strategic decisions and actions. The results support the theory that decision sup-

port systems can improve decision-making effectiveness by providing decision tools that facilitate mental model creation.

Discovery Participator

Alastair Nicholson, London Business School

Mark Frolich, London Business School

Operations management (OM) as a subject has always had a struggle to appeal to students of management. Undergraduates, MBAs, and managers from outside the discipline often do not see the relevance of a theory of OM to an organization's success. The Discovery Participator was developed as an attempt to teach the practice of OM concepts that seem difficult to communicate through conventional teaching methods. In the Discovery Participator, students take up roles in a business organization. These roles include work area (where the product is put together), suppliers, customers, and a stores area. They physically make a product of five components which is sufficiently intricate in detail to have a high chance of error unless made with care, yet sufficiently simple to hope to make it quickly. Once the exercise is started, students each do their individual jobs. But they

cannot work it easily as a collection of individual tasks. Shortages occur, mistakes are made, orders do not get completed on time. The greatest achievement of the Discovery Participator is to recreate this experience of pressurized but controlled chaos, to which so much management theory is directly or indirectly addressed, but which eludes classroom discussion and awareness.

Managing In A Global Environment

Robert Eng, Babson College

Ashok Rao, Babson College

This paper describes a use of the Internet to achieve learning of other cultures. The course was run simultaneously in three schools: Babson, Harvard Extension, and ESCP in Paris. The educational value is a simulation of a cross-national supply chain involving exchange rates, tariffs, technology development, scheduling production and marketing. It is designed to generate conflict among the participants. Participants gain an understanding of the others' culture as they try to resolve their differences. ■

Placement Activities Are Still Moving Ahead

by Gary Klein, University of Colorado at Colorado Springs

The 1999 Annual Meeting has ended, but placement activities are far from over. Approximately 400 positions were available in the 270 listed schools. There were just over 100 applicants, most of whom were in attendance. Nearly 7,000 messages were passed between school recruiters and applicants. This represented a high level of activity and will result in success for a number of DSI members. However, the imbalance in positions to applicants shows that it is critical we keep our placement database going for the remainder of the academic year.

There is still time to place a new position or list yourself as a possible candidate. Updates to the database will be made on a weekly basis for additions. It would also be of service to keep the entries current. So if you have a change in status, such as finding that ideal candidate or perfect position, please notify the Placement Coordinator to have your entry removed. If you wish to update the information in your listing, that service is also available. Remember, if you are on the database already, there is no fee to keep your listing current. Simply e-mail the changes to the placement coordinator. ■

Please send all correspondence to Placement Coordinator:

Gary Klein

College of Business and Administration
The University of Colorado at

Colorado Springs

1420 Austin Bluffs Parkway

P.O. Box 7150

Colorado Springs, CO 80933-7150

phone: (719) 262-3157

fax: (719) 262-3494

gklein@computer.org

DSI website:

<http://www.decisionsciences.org>

1999 Academic Administration Program

by G. W. Willis, Academic Administrator Program Coordinator, Baylor University

Prove it! is the challenge facing colleges and universities today in regards to outcomes assessment. The 1999 Academic Administrator Program addressed this challenge during the DSI annual meeting in New Orleans on November 20, 1999.

Dr. Ulmer-Sottong, Director of Institutional Research and Assessment at the University of South Carolina - Aiken and member of the AACSB's Planning Committee for Outcomes and Assessment, began her presentation with some interesting facts. For example, during the past ten years, tuition at colleges and universities has increased 125%; over 50% of high school graduates have some type of college experience; about 40% of students who start college do not finish. Her first presentation covered "Existing in the Age of Assessment and Accountability," which stressed building good outcome models. Basically, the model should ask important questions, find answers, and use the answers to improve programs. The best results are achieved if you can close the gap between teaching and learning, with mission and goals being the focus. Dr. Ulmer-Sottong stated that adequate planning is the necessary first step in any assessment outcomes program.

The second presentation by Dr. Ulmer-Sottong was "Perils and Pitfalls of Data Collection and Use." She stressed how to

assess and what to assess. Throughout her presentation, Dr. Ulmer-Sottong emphasized that it is very important to document the development process.

A strategy in preparing for the accreditation visit was presented by Dr. Robert E. Markland, Associate Dean for Academic Affairs in the Darla Moore School of Business at the University of South Carolina. The title of his presentation was "Getting Ready for the Visitation Team—Learning to Love Accreditation." He related some valuable experiences with outcomes assessment as The Darla Moore School of Business was preparing for a pending visit by the AACSB visitation team. Dr. Markland briefly reviewed the objectives of the accreditation process and the Peer Review Team. He then presented how his school prepared for the visit and self-evaluation report. Dr. Markland suggested the Self-Evaluation Report focus on the school mission, processes and continuing improvement, outcomes, and faculty assessment. He concluded with a review of the actual peer review team visit.

Future trends were discussed further during the final session with several panelists. Joining Dr. Lovely Ulmer-Sottong and Dr. Robert Markland on the panel were Dr. Barbara Price, Chair of the Management Department at Georgia Southern University, and Dr. G. W. Willis, Chair of the Information Systems Department at Baylor

University. Dr. Ulmer-Sottong related her views that outcomes assessment will become even more important to various educational certification agencies and governmental bodies. In the future, state government will increasingly hold state colleges and universities accountable for their various programs. Dr. Markland's presentation included the focus of AACSB and Outcomes Assessment as related to the school's programs, mission, faculty, curriculum, students, and intellectual contributions. He related the potential impact of regional accreditation agencies, state governments, external rankings, and external assessment tools. Dr. Barbara Price discussed future trends and impacts on smaller state schools, and Dr. Willis spoke on impacts related to private schools. The insights gained will prove very beneficial in helping respective schools adequately face the challenge of utilizing outcomes assessment and in preparing their outcomes assessment programs.

Ron Griffith, Dean at Western Carolina University, will coordinate the 2000 Academic Administrator Program, to be held in Orlando, Florida. Contact Ron for suggestions for the next program.

The Academic Administrator Program is co-sponsored by Ernst & Young LLP; The University of Georgia, Terry College of Business; and the Decision Sciences Institute. ■



1999 Annual Meeting gathering: Norm Chervany, Clay Whybark, Bob Markland, Chuck Taylor, Carol Latta, Larry Moore, Gary Wicklund, and Sang Lee.

1999 Doctoral Student Consortium

by James C. Hershauer, Doctoral Student Consortium Coordinator, Arizona State University

The Institute's seventeenth annual Doctoral Student Consortium was held Saturday, November 20, at the Sheraton New Orleans Hotel. This professional development program for senior doctoral students was once again sponsored by Irwin/McGraw Hill. This year, 45 students participated, representing 30 colleges and universities.

Jim Hershauer kicked off the session with some sharing from participants about backgrounds and interests. Gary Klein, DSI

Placement Director, then provided a quick overview of DSI Placement Services and trends in the academic job market.

The day was divided into four major sessions. The four sessions were:

- Starting an Academic Career
- Editor's Panel – The Publication Process
- Strategic Research Planning Workshop
- Teaching Effectiveness Workshop

Lunch was held jointly with New Faculty Development Consortium participants and provided a time to network with faculty leaders and participants from both programs. Luncheon speakers were Lee Krajewski, DSI President, Tom Jones, 1999 Program Chair, and Ceyhun Ozgur, Alpha Iota Delta President.

Next year's Doctoral Student Consortium Coordinator is Soumen Ghosh of the Georgia Institute of Technology.

Faculty Participants

Harvey J. Brightman, Georgia State University
 Ashok Chandrashekar, Oregon State University
 Dorothy Dologite, City University of New York
 Barb Flynn, Wake Forest University
 Soumen Ghosh, Georgia Institute of Technology
 James C. Hershauer, Arizona State University
 Tom Jones, University of Arkansas
 Julie E. Kendall, Rutgers - The State University of New Jersey
 Kenneth E. Kendall, Rutgers - The State University of New Jersey
 Anil Khurana, Boston University
 Gary Klein, University of Colorado - Colorado Springs

Lee J. Krajewski, University of Notre Dame
 Allen Lee, Virginia Commonwealth University
 G. Keong Leong, Ohio State University
 Manoj Malhotra, University of South Carolina
 Jack Meredith, Wake Forest University
 Robert Mockler, St. John's University
 Ram Narasimhan, Michigan State University
 Ceyhun Ozgur, Valparaiso University
 Anthony Ross, Texas A&M University
 Lawrence Schkade, The University of Texas at Arlington
 Linda Sprague, University of New Hampshire

Student Participants

Atkin, Thomas	Marketing and Supply Chain Management	Michigan State University
Altay, Nezi	Information and Operation Management	Texas A&M University
Bagchi, Kallol K.	Information Technology & Ops Management	Florida Atlantic University
Bergey, Paul K.	Management Science & Information Technology	Virginia Tech
Boger, George	Decision & Information Sciences	University of Florida
Celtek, Serkan B.	Production/Operations Management	University of Texas-Pan American
Chatfield, Dean C.	MS & IS	Pennsylvania State University
Chen, Chialin	Production and Operations Management	University of Illinois at Urbana-Champaign
Christodoulidou, Natasa	Supply Chain Management	Arizona State University
Cua, Kristy O.	Operations and Management Science	University of Minnesota
David, Dessa	Computer Science	The City University of New York
Gjestland, Creggan J.	Management Information Systems	University of South Florida
Goles, Timothy	Management Information Systems	University of Houston
Guyse, Jeffery L.	Management	University of California, Irvine
Henderson, Sandra C.	Management Information Systems	Auburn University
Hu, Xiaorui	Economics	University of Texas at Austin
Hungerford, Bruce	Information Systems & Decision Sciences	University of South Florida
Jack, Erik	Quantitative Analysis & Operations Management	University of Cincinnati
Katerattanakul, Pairin	Management	University of Nebraska-Lincoln
Ketzenberg, Michael	Operations Management	University of North Carolina at Chapel Hill
Kim, Sung-kwan	Management	University of Nebraska-Lincoln
Lee, Jinyoul	Management	University of Nebraska-Lincoln

See **DOCTORAL**, following page

1999 Best Case Studies Award Competition

by Brooke Saladin, Case Studies Award Competition Coordinator



President Lee Krajewski congratulates Finalist Rob Klassen.

The 1999 Case Studies Award Competition (co-sponsored by UNISYS Corporation and the Decision Sciences Institute) is now history and Neil R. Jones from The University of Western Ontario has walked away with first place. His case, "Industrie Pininfarina: The New Customer Decision" focuses on a renowned manufacturer and designer of niche vehicles for major automobile companies. The company had traditionally competed on flexibility by using a highly skilled design and manufacturing workforce; however, a major restructuring in the European auto market has resulted in over-capacity and stagnant demand. The company now faces a decision on whether or not to accept an offer from Mitsubishi to become the exclusive European manufacturer of the new Pajero.

Acceptance would change the nature of how the company competes, requiring less emphasis on its design skills and a much higher production volume.

Two other cases made it to the final round of judging: "Longxi Machinery Works: Quality Improvement (A) (B) (C)" by Rob Klassen of The University of Western Ontario, and "KomTek (A) (B) and (C)" by a trio from Babson College—Jay Rao, James Hunt, and Elaine Landy.

All-in-all it was an outstanding competition this year with these three finalists. The decision was a very difficult one to make for the final judges. In total there were 17 submissions to the competition. I hope everyone out there involved in case writing will consider submitting their cases and teaching notes to next year's competition. ■

DOCTORAL, from previous page

Li, Xiaobai	Management Information Systems	University of South Carolina
Mao, En	Management Information Systems	The University of Memphis
Montabon, Frank	Supply Chain Management	Michigan State University
Nahm, Abraham	Manufacturing Management	The University of Toledo
Ogunc, Kurtay	Information Systems & Decision Sciences	Louisiana State University
Ozkul, Ahmet S.	Management	Clemson University
Ridings, Catherine	Management Information Systems	Drexel University
Roethlein, Christopher J.	Management Science and Information Systems	University of Rhode Island
Schaefer, Lisa	Industrial & Management Systems Engineering	Arizona State University
Shi, Zhengzhong	Information Systems & Operations Management	The University of Toledo
Souza, Gilvan C.	Operations Management	University of North Carolina at Chapel Hill
Sroufe Jr., Robert	Marketing and Supply Chain Management	Michigan State University
Stratman, Jeff K.	Operations Management	University of North Carolina at Chapel Hill
Tan, Chong Leng	Manufacturing Management	University of Toledo
Torvik, Vette I.	Industrial Engineering	Louisiana State University
Tsikriktis, Nikolaos	Operations Management	Boston University
Vahidov, Rustam	Decision Sciences	Georgia State University
Vistad, Jeffrey	Industrial Management	Clemson University
Wang, Te-Wei	Management	Southern Illinois University at Carbondale
Warsing Jr., Donald P.	Operations Management	University of North Carolina at Chapel Hill
Wayhan, Victor B.	Operations Management	University of Houston
Zhang, Qingyu	Information Systems & Operations Management	The University of Toledo
Zsidisin, George	Supply Chain Management	Arizona State University ■

1999 Curricular Issues Theme

by Rose Sebastianelli, Curricular Issues Theme Chair, University of Scranton

Once again the Academic Administrator Program, and the mini-conferences dealing with undergraduate, MBA, and doctoral level curricular issues, have added value for attendees at the annual DSI meeting. Keeping with the purpose and mission of the Decision Sciences Institute, these programs offered conference attendees the opportunity to share their ideas and experiences about the real issues that continue to challenge higher education in business. Many thanks to the coordinators for organizing such worthwhile programs!

This year's Academic Administrator Program, sponsored by Ernst & Young LLP, the University of Georgia Terry College of Business, and the Institute, focused on the important topic of "outcomes assessment." This, no doubt, was a topic of extreme interest to many administrators as AACSB and other accreditation agencies continue to hold schools of business accountable for their mission and education process.

The morning sessions, led by Lovely Ulmer-Sottong (University of South Carolina-Aiken), addressed issues related to defining outcomes assessment, planning for outcomes assessment, and effectively using the results of outcomes assessment. Ideas on how to gather and use assessment data to improve academic programs were shared with attendees. In the afternoon's first session, Robert E. Markland (University of South Carolina) shared his insights and experiences about how best to prepare for the all-important AACSB accreditation visit. And then, in the day's final session, panelists and attendees alike discussed what they believed would be future trends in outcomes assessment.

Thanks go to G. W. Willis from Baylor University for coordinating this year's Academic Administrator Program.

The MBA Curricular Issues Mini-Conference has become a highlight for many persons attending DSI annual meetings, as was certainly the case with this year's fine program. Co-coordinators Ravi Nath (Creighton University) and Allan H. Conway (The University of Calgary) organized three excellent sessions.

The first, held Sunday morning, focused on the "MBA Revolution." Presenters Rodney Alsup (Kennesaw State University), Carol Reeves (University of Arkansas), and Jim Sorensen (University of Denver) shared their experiences with the changes their respective MBA programs have undergone and intentions for change at work at their respective schools. The second session addressed issues of integration, specifically strategies for incorporating international, leadership, and technology perspectives into the MBA curricula. The presenters who shared their ideas on integration were Robert E. Markland (University of South Carolina), Jack Krogstad (Creighton University), and Doug Blocher (Indiana University). Finally, John Kraft (University of Florida) and Ali Ardalani (Old Dominion University) discussed the issues surrounding an on-line MBA.

In this final session, these presenters not only discussed the pros and cons of such a program, but offered useful and practical insights about offering an MBA on-line.

The Ph.D. Curricular Issues Mini-Conference opened Monday morning with a keynote presentation by Fred Davis, David Glass Chair in Information Systems, University of Arkansas. With the help of a fictitious doctoral candidate seeking advice, he successfully led session attendees through a series of questions designed to identify the issues relevant to doctoral education in the information and decision sciences.

In the first session of the afternoon, panelists Larry P. Ritzman (Boston College), Anne B. Koehler (Miami University of Ohio), James C. Hershauer (Arizona State University), and Walter P. VanBuskirk (Boston College) discussed the changing priorities of Business Ph.D. programs. In particular, they presented survey results that showed differences between "consumer" and "producer" universities, and discussed the implications of these findings as a catalyst for change in business doctoral education. The final session of the day explored the possibilities of a professional doctorate, the Doctor of Technology (D.

Tech.) degree. The presenters Pumendu Mandal and Allan Brownrigg (both of Deakin University) described their experiences with just such a program.

Timothy Paul Cronan, University of Arkansas, deserves the credit for coordinating these thought-provoking sessions on business doctoral education.

The Undergraduate Curricular Issues Mini-Conference was held on Tuesday morning. Thanks go to Roxanne Johnson (University of Scranton) for coordinating the program.

The first session dealt with bringing decision sciences education to the junior high and high school curriculums. Panelists from both academe and industry discussed their experiences with this endeavor. The presenters were Scott R. Swenseth, Terrence C. Sebor, and Steve Dunbar (all from the University of Nebraska-Lincoln), Lou Keller (Senior Vice President, PROMODEL Corporation), Linda Ann Riley (New Mexico State University), and Ruth N. Stadheim (PROMODEL Corporation).

The second session focused on integrating technology in the business curriculum. This final session of the Curricular Issues Mini-Conferences was surprisingly well attended, attesting that this topic held a great deal of interest for many DSI attendees. The presenters, Satya N. Prattiapati and Michael Mensah (both from the University of Scranton) and Chandrashekar D. Challa (Virginia State University), shared their experiences with developing and implementing a technology-integrated business curriculum in alliance with industry (SAP). A lively discussion ensued, despite the fact that this was the final session of the mini-conferences.

If you have not previously attended any of these mini-conferences, I strongly encourage you to consider them at future meetings. They really do present an alternative forum for the exchange of ideas and viewpoints about relevant issues that affect all of us in business education. It has been my pleasure to be associated with these mini-conferences. ■

1999 Elwood S. Buffa Doctoral Dissertation Award Competition

Dorothy G. Dologite, Competition Coordinator, Zicklin School of Business, Baruch College, City University of New York

Professor Sime Curkovic from Western Michigan University was recognized as the winner of the Decision Sciences Institute's 1999 Elwood S. Buffa Doctoral Dissertation Award Competition at the 1999 Annual Meeting of the Decision Sciences Institute. Dr. Curkovic received a certificate and a \$1,500 cash award. This annual competition is jointly sponsored by Irwin/McGraw-Hill and the Decision Sciences Institute.

The 1999 Elwood S. Buffa Doctoral Dissertation Competition attracted five outstanding dissertations from the following schools:

- Michigan State University - 2 submissions
- Georgia State University
- Virginia Commonwealth University
- Indian Institute of Management (India)

These dissertations examined diverse subjects within the areas of information systems (three submissions) and operations management (two submissions). They employed a variety of methodological approaches.

An outstanding group of ten reviewers carefully evaluated the dissertations in a double-blind evaluation process. The reviewers examined each dissertation in terms of its originality, contribution to theory, contribution to practice, quality of research design and methodology, and clarity of expression. These referees selected the top-ranked dissertation to be the winner of the 1999 competition award. These individuals deserve special recognition and thanks for their hard work and contribution to the award program:



Richard T. Hercher, Irwin/McGraw Hill, and Elwood S. Buffa Doctoral Dissertation winner and advisors: Sime Curkovic, Robert Handfield, Gyula Vastag, and Steven Melnyk.

- Susan Amundson, Arizona State University
- John Anderson, University of Minnesota
- Tom S. Foster, Boise State University
- Julie Kendall, Rutgers University, Camden
- Ken Kendall, Rutgers University, Camden
- Mo Adam Mahmood, University of Texas
- William Perkins, Indiana University
- Anthony D. Ross, Texas A&M University
- Albert H. Segars, University of North Carolina, Chapel Hill
- J. P. Shim, Mississippi State University

Winning Dissertation

The reviewers selected Sime Curkovic of Western Michigan University as the winner of the 1999 Buffa Doctoral Dissertation Competition for his manuscript entitled "Investigating the Linkage Between Total Quality Management and Environmentally Responsible Manufacturing." The reviewers' comments suggested that the dissertation represented a strong methodological and theoretical contribution to a current area in the decision sciences. It was viewed as having a timely focus as well as being well executed and written. Dr. Curkovic received his degree from Michigan State University. His dissertation advisors were Dr. Steven A. Melnyk (Co-Chairman), Dr. Robert Handfield (Co-Chairman), Dr. Roger Calantone, and Dr. Gyula Vastag. ■

1999 New Faculty Development Consortium

by Maling Ebrahimpour, Coordinator of the New Faculty Development Consortium

At the 30th Annual Meeting of the Decision Sciences Institute in New Orleans a one full day "New Faculty Development Consortium" was held. Over forty new faculty participated in this event. The consortium started with a breakfast at 7:30 and was followed by the first session at 8:00 am. Lunch was served at noon in conjunction with the Doctoral Consortium. The New Faculty Development Consortium was concluded at 5:00 pm.

The first session, which was titled "Success Factors for New Faculty," was moderated by Dean Edward Mazze from the College of Business Administration at the University of Rhode Island. The other two members of the panel were Dr. William Dempsey, Dean, College of Business and Economics, Radford University, and Dr. Thomas P. Breslin, Dean, School of Business, The College of New Jersey. The panel talked about the success factors necessary for achieving tenure at an AACSB accredited institution where the emphasis was on quality teaching and research leading to publications. The panel also examined the use of teaching and research portfolios for assessing performance in and outside the classroom.

The second session was an interactive group based activity session entitled "The First Years: Pitfalls, Pinnacles and Enablers." The facilitator for this session was Dr. Dwight Smith-Daniels, Arizona State University, who was helped by Professor Karen Brown from Seattle University and

Professor Nancy Lea Hyer from Vanderbilt University. During this session participants were guided through a team exercise that allowed them to study the enablers in the first years of an academic career in the decision sciences. As a result of this exercise the participants identified important measures of success and the factors that would lead to less successful outcomes. Furthermore, this session provided an opportunity for the participants to learn from others in this year's cohort of new faculty.

In the next two sessions participants were introduced to the essentials of finding funding sources for their research projects and how to write effective and grant winning proposals. Dr. Peter Barcher, from the University of Wisconsin - Madison, was the speaker and his session was titled "Essentials of Sponsored Funding for Business School Faculty." He addressed key issues in obtaining grants to support research and other sponsored programs. He also discussed participants can identify funding opportunities using specialized databases and provided some tips and techniques for writing winning proposals. The second related session, titled "Introducing Global Context to Business Education," was presented by professor Chai Kim from the University of Rhode Island, who shared his experience of seeking, obtaining, and implementing federal funding programs. His presentation was especially useful for the participants since many of them were new in writing federal grant applications.

"Constructing and Maintaining Your Dossier" was the title of the next session and Dr. John P. Leschke, University of Virginia, was the speaker. In his presentation, the presenter discussed the process of preparing an effective and powerful dossier when applying for promotion and tenure. Specifically he talked about what a dossier should look like, what it should contain, and when faculty should start gathering information for preparing their dossier.

Dr. Barbara Flynn, Wake Forest University, editor of the *Quality Management Journal*; Dr. Jack Meredith, Wake Forest University, editor of the *Journal of Operations Management*; and Dr. Susan Amundson, Arizona State University, were the panel member for the session titled "Making of Great Authors." The panel members presented their perspectives on how to become a better reviewer. These experts each presented a different perspective as reviewer. These different views helped participants get a better understanding on how to become a better reviewer and helped them to understand that good reviews can lead to becoming a better author.

The day ended with a short session titled "Concluding Remarks." In this session, Maling Ebrahimpour summarized all sessions' outcomes and summed up the day's activities. Since there are new presentations and new speakers, the participants were encouraged to review the 2000 program and attempt to participate again. ■



At the 1999 Annual Meeting: Vicki and Dwight Smith-Daniels (left); and Roscoe Davis, Betty Whitten, and Jeet Gupta.