

2007 Program Chair's Message

Janelle Heineke, Boston University



The preparation for the Decision Sciences Institute's 2007 Annual Meeting in Phoenix is in full swing. The reviews for all manuscripts have

been completed and track chairs are in the process of creating sessions. We've received over 1,000 submissions: nearly 500 refereed papers and over 450 abstracts in addition to proposals for panels, symposia, workshops and special sessions. The Supply Chain, Information Systems and Innovative Education tracks received the most submissions, followed closely by MS/OR, Services Management, DSS/AI/Expert Systems, Manufacturing Management and E-commerce. Three new tracks, Marketing/OM/IS Interface, Information Security, and Ethics and Sustainability each received a good number of submissions, too. Each of the Track Chairs has worked hard to put together some very interesting sessions. Here are some highlights:

DSS/AI/Expert Systems

Decision Support Systems: Through the Knowledge Management Lens. Clyde Holsapple will present this session and focus on the use of collaboratively engineered knowledge management (KM) ontology and associated knowledge chain theory to offer new insights into the nature of decision support systems.

Teaching DSS/BI with Teradata University Network's (TUN) Resources. Efram Turban will chair this panel, which will describe the resources available at Teradata University Network, and the upcoming new resources and companies to be affiliated with TUN.

Developing DSS for Strategic-Level Decision Makers: Innovative Tools for Change Advocates. Ken and Julie Kendall will chair this session, which will discuss the proper role for DSS developers seeking to support decisions, improve decision quality, and ultimately change decision making through new applications.

How do you get the message across? Tom Jones will chair this session, which will focus on the three major factors that affect student-performance: the desire to learn, communication skills, and critical-thinking skills and whether certain course-traits, student-traits, or teacher-traits affect whether students choose to use these factors.

MS/OR

Marketing and Operations Interface in Supply Chains. Trevor Hale will chair this four-paper invited session.

Product-Distribution-System Research Frontiers within the University of Houston System. Charles Wang and Jun Yang will co-chair this four-paper invited session.

New Product Development and Project Management

Prioritizing Product Development in a Changing Marketplace. Glenn Grossman, president-elect of the AZ PDMA Chapter and director of VISTA Technology & Services, will address tackling major disruptive issues, identifying customer needs, balancing the needs of internal stakeholders, building consensus among team members and executives, and using creative tools to prioritize product development.

Agile Software Development Methodologies. Mufazzal Badani, vice president of programs for the Phoenix PMI chapter, will discuss agile software development methodologies such as Extreme Programming (XP) and Crystal, which are becoming more prevalent in the industry. He'll explore such questions as: Do we need agile practices? What are the research and data that support agile practices?

Service Management

A series of invited panel discussion on "Service Innovation" will be part of the Services track. The panelists include: Larry Menor, Vicki Smith-Daniels, Richard Chase, Susen Meyer Goldstein, Chris Voss, Mellie Pullman and Scott Sampson.

Statistics and Decision Analysis

Food Wastage, Food Reclamation, and Hunger in the United States. Mark Noe, consulting systems architect of Cisco Systems, Inc.; Stephen Zabilski, executive director of the Phoenix Society of St. Vincent de Paul; and

Srimathy Mohan of Arizona State University's School of Global Management & Leadership will discuss collaborative efforts for improving the food supply chain to America's needy.

Decision Making & Models. Alan Love will discuss an empirical test for information sharing in contracts, Anonio Areola-Risa will discuss the management of random disruptions with random duration, Ying Li will present a simulation analysis of dedicated emergency operating rooms, and Matthew KEBLIS and William E. Stein will present a stochastic model examining competition through price and quality.

Panels in Teaching Introductory Business Statistics: Content, Challenges, Software, and Ethics. Presenters, participants, and panelists include Robert L. Andrews, Mark Berenson, John D. McKenzie, Jr., Norean R. Sharpe, Richard Drapeau, Barbara A. Price, Ronald Shiffler, Kellie Keeling, David Levine, William Duckworth, William Rybolt, Stanley Taylor, and Keith Ord.

Supply Chain Management

Supply Chain Challenges for the 21st Century and Beyond. Presented by Jack Hayya and Gene Tyworth.

Historical Perspectives and Future Possibilities in the Designing and Managing the Supply Chain. Presented by Larry Ritzman.

Complexity in Sourcing, Manufacturing, and Product Design. Presented by Morgan Swink and colleagues.

Complex Adaptive Supply Chain Networks: Design, Recovery and Management. Presented by Jamison Day and colleagues.

Information Integration in the Supply Chain. Presented by Lee Krajewski and colleagues.

Supply Chain Integration and Supply Chain Performance. Presented by Barbara Flynn and colleagues.

For the first time this year we'll have sessions that highlight the best paper award winners from the regional DSI meetings. We're excited about this opportunity to link the annual meeting more closely to the regions and to learn



about the good work that's presented there!

This year we will again offer the Professional and Faculty Development Program and three miniconferences: Technology in the Classroom, Grantsmanship, and Curricular Issues. Some highlights include the following.

Professional and Faculty Development Program

Four session workshop, "Automating Supply Chains: Capabilities and Hypes Surrounding RFID": This workshop will cover many areas of automatic identification including RFID and real-time locating systems and its applications in supply chain management, healthcare, warehousing and inventory management.

Two sessions on online teaching: Panel discussion on "Do's and Don'ts of Teaching Online" and a workshop on conducting research on technology-mediated learning.

Two teaching workshops: "Innovative Use of Large Datasets in the Classroom – "Hands On" Decision Making Applications" and "Using In-Class Experiential Exercises for Providing Conceptual Context."

A session on academic publishing in *Decision Sciences*: "Decision Sciences Order Winners and Order Qualifiers: Preparing Your Manuscript for Publication Success"

The "Complex Systems and Supply Chain Management Series" is in the supply chain management track and will be cross-listed in the Professional and Faculty Development Program. The sessions are: "Agent Based Modeling & Simulation" and "Supply Networks as Complex Adaptive Systems."

Miniconference on Successful Grantsmanship

This miniconference is designed to provide an opportunity to develop interests and sharpen skills in writing successful grant proposals. The miniconference will be held on Sunday, November 18. Sessions include "The "Funding Source Perspectives," "Reviewer Perspectives," and "Grantsmanship Success Stories."

Curricular Issues Mini-conference

Among others, the mini-conference will include these three sessions:

Assessment In Practice: Building Blocks for Development and Implementation of a Successful Assessment Process. Elizabeth Anderson-Fletcher, David G. Martin, and Karen

Tarnoff—facilitators of the AACSB's Applied Assessment Seminar—will focus on defining assessment, overcoming obstacles to implementation, and changing culture.

Developing Chinese Business Education. Robert T. Sumichrast, Ye-Sho Chen, Linda Kao and Stanley Chang will explore various formats used by U.S. schools to educate their students about Chinese business and culture.

Teaching an Integrated Core Curriculum. Business schools are taking a serious look at how core curriculum is delivered. Michael E. Busing, Peter Arnold, and Rex R. Cutshall discuss how the integrated course is delivered as well as lessons learned and future direction.

Journal-related Sessions

Decision Science Journal of Innovative Education High-Quality Empirical Research Papers. AACSB has recognized learning and pedagogical research as an important intellectual contribution of faculty members. During this session, authors of empirical research papers published in the past issues of *DSJIE* will present their papers in this session chaired by Barbara Flynn and Chetan Sankar.

Hands-On Decision Science Journal of Innovative Education Session: Outstanding Teaching Briefs. A selected set of authors of teaching briefs published in past issues of *DSJIE* will be presenting their work during this session.

The Program Committee has worked hard to put together a meeting with challenging content and opportunities to learn from each other. But the annual meeting is about fun, too! On Sunday evening we'll have a family

barbecue honoring DSI Fellows where we'll have the chance to relax and network as we listen to the music of a Mariachi band. And of course we'll have the Saturday welcome reception, the president's reception on Monday evening, and the awards luncheon on Tuesday.

The Board has voted to hold a town meeting on Sunday to have an open forum for discussion of ways the Decision Sciences Institute can add value to members. We hope you will be able to attend this session and share your views on DSI today and in the future.

The Annual Meeting website at <http://www.decisionsciences.org/annualmeeting/>

provides more information about the meeting, hotel (the beautiful JW Marriott Desert Ridge Resort & Spa), travel to and from the airport, and even a cautionary word about speed traps on the highway! Take a moment to peruse the site and let us know if there's other information you'd like us to make available. Remember to register early for the conference to avoid a late fee. All attendees must register for the conference and at least one author of a refereed research paper must register for the conference for the paper to be included in the *Proceedings*.

The Program Committee and I look forward to seeing you in Phoenix! ■



J.W. Marriott Desert Ridge resort's Revive Spa
(photo courtesy of Greater Phoenix CVB).



2007 Professional Activities

Curricular Issues Miniconference

Is your curriculum getting stale? Have you struggled unsuccessfully with program restructuring? Would you like an opportunity to benchmark world-class curricula? If so, the Curricular Issues Miniconference may be just what you need. This year's conference will provide a forum for exchanging ideas and discussing curricular challenges and opportunities in degree-granting business institutions. Separate tracks will explore issues of interest to those who design, run, and contribute to programs at the undergraduate, MBA, and Ph.D. levels.

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Doctoral Student Consortium

The Doctoral Student Consortium provides a unique opportunity for doctoral students from across the nation and around the world to interact with one another and with distinguished scholars in a one-day program devoted to career development. Attendance at this consortium is by invitation based on application. All students who meet the criteria will be accepted.

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New Faculty Development Consortium

(See write-up on page 24.)

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Professional and Faculty Development Program

The Professional and Faculty Development Program is for Institute members in all stages of their careers, with the goal of keeping them current in their fields. The content of the sessions is designed to provide insight into the challenges and opportunities in today's rapidly changing environment. Topics

include, but are not constrained to the following: new instructional and research methodologies; professional service and counseling; balancing the needs of different stakeholders (students, corporations, alumni, etc.) in the educational process; globalization of business education; the role of grading and assessment; obtaining research funding; career path strategies; meeting increasing demands in teaching, service, and research; and the challenges and opportunities of new technologies. In addition, the program will include a series of sessions related to research, teaching, publishing, and other professional development issues for faculty who are beginning their academic careers. Submission deadline was May 1, 2007.

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Technology in the Classroom Miniconference

The Technology in the Classroom Miniconference provides a forum for participants to share novel or innovative applications of technology in the classroom that enhance the student's learning experience. Submissions should be limited to creative approaches and best practices for using course support software, multimedia, spreadsheet software, simulation software, online tutorials, or other applications of technology, and be capable of being demonstrated and discussed within a 20-30 minute timeframe. Submissions will be competitively reviewed and selected for their creativity, novelty, and contribution to pedagogy, and should not be duplications of material found in existing textbooks. Submission deadline was May 1, 2007.

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2007 Competitions

For a listing of past DSI award winners, see www.decisionsciences.org/hallfame.htm.

Elwood S. Buffa Doctoral Dissertation Award Competition

The purpose of the Doctoral Dissertation Award Competition is to encourage and publicize outstanding dissertation research by selecting and recognizing the best dissertations written in the past year in the decision sciences. Submission deadline was April 1, 2007.

Instructional Innovation Award Competition

The Instructional Innovation Award Competition seeks to recognize outstanding contributions that advance instructional approaches within the decision sciences. Submission deadline was April 3, 2007.

Best Case Studies Award Competition

The Case Studies Workshop serves an active role in the dissemination of new ideas with respect to case studies topics. The Best Case Studies Award will be presented in conjunction with the 33rd annual DSI Case Studies Workshop on "Case Techniques in the Decision Sciences." Submission deadline was April 3, 2007. ■

2007 Curricular Issues Miniconference

The 2007 Curricular Issues Miniconference will be held on Sunday and Monday, November 18-19. There will be some outstanding sessions that address a variety of curriculum issues such as assurance of learning, business education in China, integration of the core business curriculum, cutting edge pedagogical research, and hands-on demonstrations of techniques presented in recently published *Decision Sciences Journal of Innovative Education Teaching Briefs*.

The panelists and presenters are experts in their fields who will be sharing their knowledge and expertise with us. The sessions planned so far are as follows:

- Assessment in Practice: Building Blocks for Development and Implementation of a Successful Assessment Process
- Developing Chinese Business Education
- Teaching an Integrated Core Curriculum
- *Decision Sciences Journal of Innovative Education: High Quality Empirical Research Paper Presentations*
- Hands-On *Decision Sciences Journal of Innovative Education* Session: Outstanding Teaching Briefs
- Transforming Curriculum Design and Development: A Corporate Model
- Teaching Management Information Systems in Business Schools—Determining Employer Expectations and Structuring a Curricular Response

2007 Curricular Issues Miniconference Coordinator

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Miniconference on Successful Grantsmanship

Securing research grants is a valuable experience, or even a necessary step when we engage in projects that can be significantly enhanced by proper funding. The Miniconference on Successful Grantsmanship is designed to provide DSI members with the opportunity to develop interests and sharpen their skills to write successful grant proposals.

The miniconference will be a day-long event (multiple sessions will run in a single track) to be held on Sunday, November 18. The "Funding Source Perspectives" session will showcase the panelists representing major funding organizations including NSF, NIH, and private foundations. In the "Reviewer Perspectives" panel session, seasoned grant proposal reviewers will describe the characteristics of good proposals from the reviewer's point of view. These panel sessions will be followed

by a "Networking Luncheon," in which the participants are grouped into tables of clusters to ask specific questions to the expert panelists and also to exchange research ideas with one another. Following the luncheon, the miniconference will end with a presentation session, "Grantsmanship Success Stories," in which the successful grant writers, who are our fellow DSI members, will describe their experiences along with valuable advice.

There will be no extra cost to attend this miniconference. However, a separate registration is required for the planning and follow-up purposes. Please stay tuned for further announcements.

2007 Successful Grantsmanship Miniconference Coordinator

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2007 Doctoral Student Consortium

Creating successful career paths for students

DSI's 25th annual Doctoral Student Consortium is an engaging, interactive professional experience designed to help participants successfully launch their academic careers. We are pleased to have the sponsorship of McGraw Hill/Irwin and Beta Gamma Sigma for this important event. The Consortium will take place on Saturday, November 17, 2007, at the 2007 DSI Annual Meeting in Phoenix, Arizona.

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 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, job search issues, placement services, research strategies, teaching effectiveness, 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." This is your chance to meet and get to know some of the leading researchers and educators in the field.
- 2. Skill development:** excellent teaching and research require practical skills in addition to content

knowledge. You will learn from veterans who will share their secrets to success.

- 3. Furthering your research:** the research incubator will give you a chance to engage in a discussion of your research ideas with your peers and with outstanding researchers.
- 4. Learn about DSI:** this is a chance to "test-drive" DSI, learn about its people, its processes (such as placement services), and its opportunities.
- 5. Fun!** Come socialize with your current and future colleagues in a city that has retained its sense of history and tradition, while carefully blending in cosmopolitan progress.

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:

Teaching Effectiveness. Harvey Brightman will return to the Doctoral Consortium for another post-retirement workshop in 2007. His sessions are simply not to be missed. Even experienced faculty members sit in on these dynamic and inspiring sessions.

Research Strategy Workshop. In this hands-on workshop, tenured faculty mentors help participants to develop a strategic research plan for moving from the dissertation to a research program that will put them on a strong trajectory for tenure. Working in small breakout groups and with the advice and guidance of the faculty mentor, participants will identify their areas of expertise, target appropriate

journals, find suitable co-authors, and plan a mix of publications.

Meet the Editors and Academic Reviewers. 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. Participants will also learn about how to be a constructive reviewer of 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.

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 2007- 2008, 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, MIS,



management science, strategy, and so on), the title of your dissertation proposal or the title of a current research paper.

2. A letter of recommendation from your dean, doctoral program director, department chair, or dissertation chair. The letter should attest to the applicant's qualifications and good progress in the doctoral program. Interested students are encouraged to apply early if they wish to ensure themselves space in the Consortium. Materials should be sent to Robb Dixon & Janelle Heineke, Doctoral Consortium Co-Coordinators, by July 30, 2007. Those who apply by this date and meet the criteria listed above will be accepted for

participation. Applications received after July 30th will receive consideration on a space-available basis.

Participants must pay the regular student registration fee of \$45 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. ■

Doctoral Consortium Co-Coordinators

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2007 Track Chairs

Accounting: Theory Applications and Practice

Ashley Burrowes, University of Wisconsin - Lacrosse
Nihel Chabrak, Institut National des Telecommunications

Case Studies

Larry Meile, Boston College

DSS/AI/Expert Systems

Binshan Lin, Louisiana State University - Shreveport

E-Commerce

Elliot Rabinovich, Arizona State University

Ethics and Sustainability

Shirley Hopkins, California State University, Chico

Finance/Financial Management

Barbara Poole, Roger Williams University

Information Security

Chao-Hsien Chu, Pennsylvania State University
Robert Deng, Singapore Management University, Singapore

Information Systems

J.P. Shim, Mississippi State University

Innovative Education

Jo Ann Duffy, Sam Houston State University
Kellie Keeling, Virginia Polytechnic Institute and State University

International Business

André M. Everett, University of Otago, New Zealand

Knowledge Management

Dianne Hall, Auburn University

Manufacturing Management and Practice

Nada Sanders, Wright State University
Greg Graman, Michigan Technological University

Marketing/OM/IS Interface

Michael Pangburn, University of Oregon
Effie Stavoulaki, Bentley College

Marketing: Theory Applications and Practice

Bruce Weinberg, Bentley College

MS/OR: Techniques, Models and Applications

Jennifer V. Blackhurst, Iowa State University
Scott Webster, Syracuse University

New Product Development and Project Management

William H. A. Johnson, Bentley College
Rupak Rauniar, Jackson State University

Organizational Behavior/ Organizational Theory

Thomas Callahan, University of Michigan - Dearborn

Quality

Stephan Vachon, HEC - Montreal

Service Management

Steven Yourstone, University of New Mexico

Statistics and Decision Analysis

Philip Mizzi, Arizona State University

Strategy and Policy

Scott Latham, Bentley College

Supply Chain Management

Anthony Ross, Michigan State University
Dan Conway, Indiana University ■



New Faculty Development Consortium

The New Faculty Development Consortium is for faculty in the beginning of their careers who would like to learn more about teaching, research, publishing and other professional development issues. Attendance at this consortium is by application and is open to faculty members who have earned their doctoral degree and are in the first three years of their post-doctoral teaching career.

The consortium will last a full day on Saturday, November 17, 2007. It will include interactive and panel sessions with faculty at varying stages of their careers. The consortium will also provide many opportunities for interaction and networking with peers and more experienced colleagues. The content of the sessions offered is designed to provide insight into the challenges and opportunities in today's rapidly changing environment. Topics include, but are not limited to, the following:

- Your personal concerns about being a faculty member
- Knowing tenure policies at different schools
- Balancing the needs of different stakeholders (students, corporations, review committees, alumni, etc.) in the educational process
- Publishing strategies
- Obtaining research funding
- Career path strategies
- Building an academic portfolio

Faculty in all business disciplines who have finished their doctorate and are in the first three years of their post-doctoral teaching career are encouraged to participate. Please submit proposals for workshops, tutorials, and other special sessions directly to the NFDC coordinator by May 1, 2007.

Applications, using the form below together with a recent vita, should be submitted by September 15, 2007. Participation is limited to the first 50 qualified applicants. Each participant will be expected to register for the Institute's 2007 Annual Meeting in Phoenix, Arizona. No additional fees are charged for the consortium. ■

Direct all inquiries and applications to:

Maling Ebrahimpour
Roger Williams University
Gabelli School of Business
Email: bizdean@rwu.edu

Application for New Faculty Development Consortium

November 17, 2007 • Phoenix, Arizona

Send in this form and a current copy of your vita to either one of the consortium coordinators (see above) by September 15, 2007.

Name: _____ Research interests: _____

Current institution and year of appointment: _____

_____ Teaching interests: _____

Mailing address: _____

_____ Major concerns as a new faculty member: _____

Year doctorate earned: _____

Phone: _____

Fax: _____ Have you attended a previous DSI Doctoral Student Consortium?

E-mail: _____ yes no

If so, when? _____



Job Placement Services Update

In the last few months, the DSI Job Placement Services has been overhauled. The main changes already in place include a complete rewrite of the old Placement services code in the new ASP .Net 2.0 Framework with C#, which will result in much faster response, more creative searching, browsing and editing interfaces, and will lend itself to many more new updates in the future. However, until all the kinks in the system are taken care of, the old placement system will continue to remain available. We expect the new system to completely replace the current system by late August 2007.

To ensure reliability, the new and old versions use the same backend database—a classic case of data independence. So whether you use the old system or new system, the data is in the same server; thus both systems will allow you to search the same data and will return the same results for the same searches. If a feature is not working for you, continue to use the old system and send us feedback on what did not work, so that we can make the appropriate changes.

The new placement services options are available in the normal placement systems website at <http://www.decisionsciences.org/placement>. You will see a paragraph starting with a red NEW!—and the link below it (saying “more...”) will take you to the new placement services page. The first link, under “View DSI Job Placement Listings,” will take you to a page like Figure 1.

As you notice, there are three options: search for positions, search for applicants, and advanced options. In addition, at the bottom of all the new pages, you will find a link saying “Send feedback/Report problems.” Anytime something seems to not work or malfunction, please use this link to send us a problem report. The more reports we get from you, the faster we can get all the issues taken care of.

The Job search screen now looks like Figure 2. As you can see, this in-

cludes all the search features in the old version. The form is organized a little better, and best of all, you do not need to flip back and forth between the search and the result screens to change any criteria. The search results show up directly underneath the form. You can switch between the brief and detailed views, as well as change the sort order without having to re-post the search. You can also view your results page by

page instead of scrolling through all the results using the “Allow Paging” checkbox. Want to print the results but don’t want to see the form? No problem. Just click on the “Hide form” link above the form, and you will be able to print the search results without any forms.

While the accepted and well-recognized functionality of the old search pages are retained, some of the more

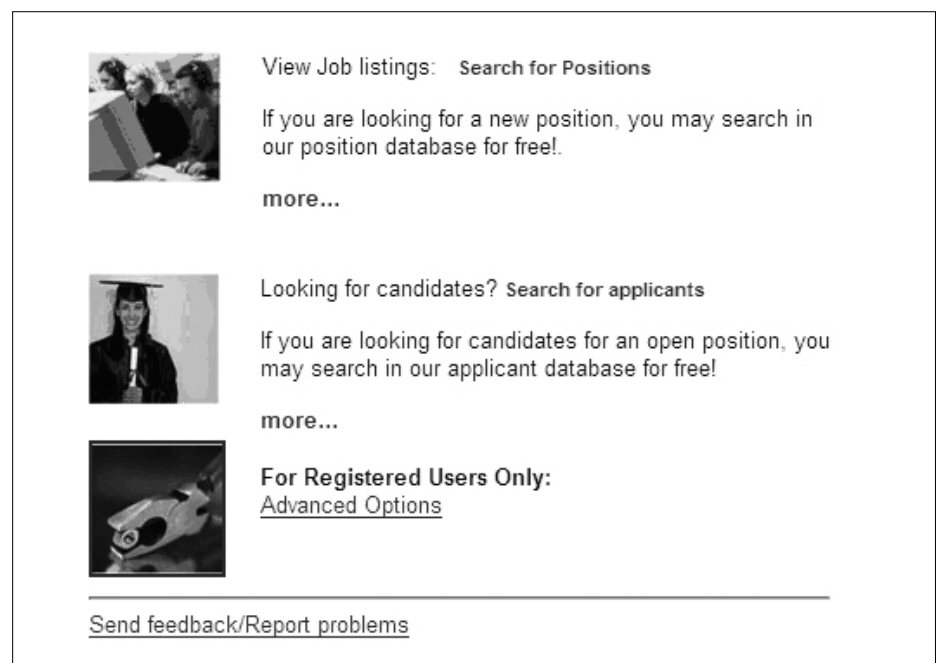


Figure 1: The public view of the Placement System.

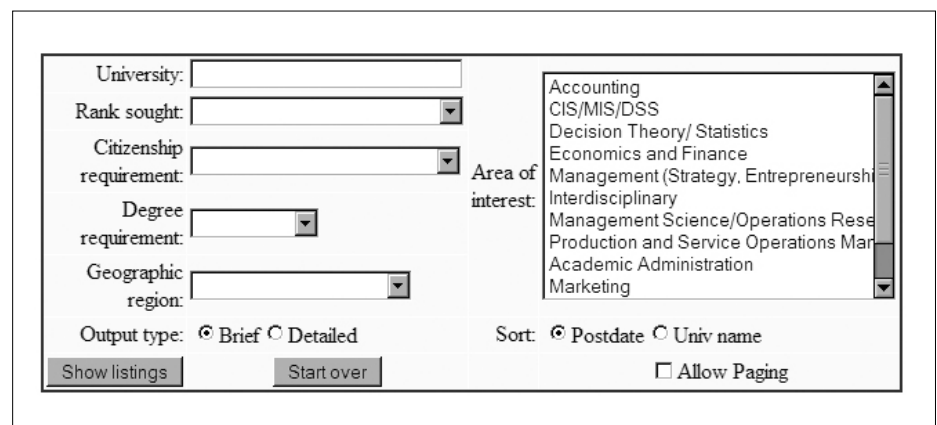


Figure 2: The job search interface.

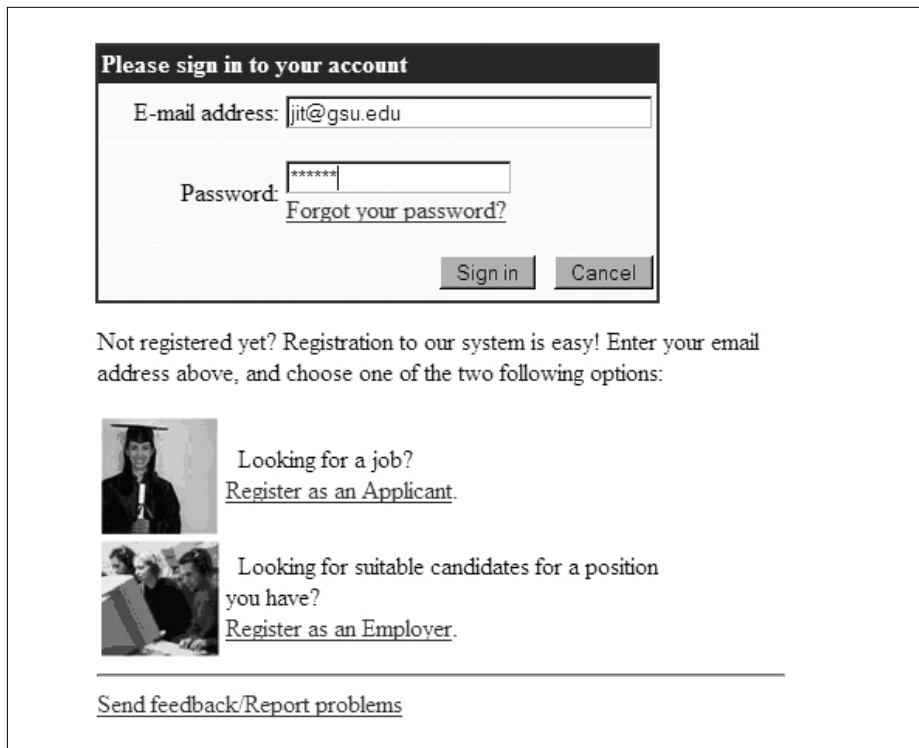


Figure 3: The new Placement System login screen.

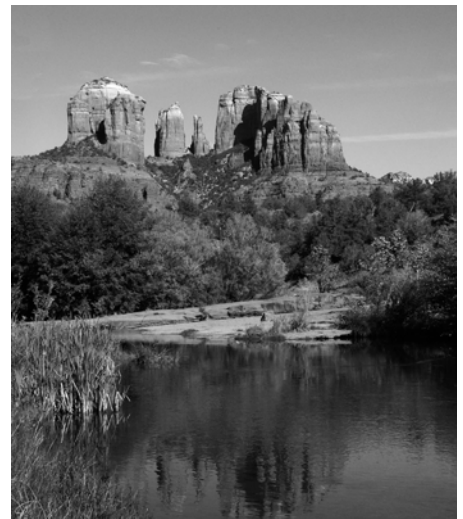
subtle functionalities include contrasted checkbook-style outputs to make result browsing easier on the eye, paging and quick sorting. In addition, to preserve privacy of our patrons, e-mail addresses of employer contacts or applicants are not displayed in the public viewing mode. To see the e-mail addresses, you must register and log in with your user ID and password.

If you select the “Advanced options,” or follow the link under the “Add/Change Listings” in the home page, you will get to the new login screen. If you have registered already, even if it is from last year, you can log in using your previous credentials, or register yourself as a new applicant or employer. Remember though, the database is cleared every May, so while you will be able to log in, your information will need to be re-entered. That way we can ensure that all the information is current. The login screen will allow you to retrieve your password if you do not remember it. Once you authenticate, you will see a context-sensitive menu, depending on your level of access. If you are an applicant, you will be able to do

standard searches, as well as edit your information. If you are an employer, you can add more positions under your account, and edit/delete your existing position listings.

The biggest reason for this upgrade, of course, was that the old code was written back in 2000, and since then has changed hands several times, so that new features and improvements would require a tremendous amount of effort. This new upgrade will allow new features and updates to the system to be added easily and provide more services to the users. As always, we appreciate your support and welcome your comments and questions regarding this service. ■

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Visitors who explore the 286-acre Red Rock State Park (top), located five miles south of Sedona, are treated to breathtaking views of the buttes and spires that give the park its name. The TPC of Scottsdale, home of the PGA Tour’s FBR Open, is set in the Sonoran Desert and is surrounded by the majestic McDowell Mountains. (Photos courtesy of Greater Phoenix Convention & Visitors Bureau.)