

# DECISION LINE

Vol. 38, No. 5

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## 2008 Officers' Nominees Selected

### President-Elect

Janelle Heineke, Boston University

Ram Narasimhan, Michigan State University

### Treasurer

Christine T. Kydd, University of Delaware

Peter Ittig, University of Massachusetts-Boston

### At-Large Vice-Presidents

Robert L. Andrews, Virginia Commonwealth University

Shaw K. Chen, University of Rhode Island

Gary Klein, University of Colorado, Colorado Springs

Mo Adam Mahmood, University of Texas-El Paso

Marc Schniederjans, University of Nebraska-Lincoln

Kwei Tang, Purdue University

Gregory W. Ulferts, University of Detroit Mercy

Xhao Xinge, Chinese University of Hong Kong

### Asia-Pacific Regionally-Elected Vice President

Linda G. Sprague, Rollins College

### Midwest Regionally-Elected Vice President

TBD

### Northeast Regionally-Elected Vice President

R. Dan Reid, University of New Hampshire

Jennifer A. Swanson, Stonehill College

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## PRESIDENT'S LETTER

### Renewing DSI: How Feedback Helps in the Renewal Process



**Kenneth E. Kendall, Rutgers University  
President, Decision Sciences Institute**

We also wish to refer to the fact that the steering engines of a ship are indeed one of the earliest and best-developed forms of feedback mechanisms. [Norbert Wiener, U.S. mathematician, from *Cybernetics*, 1948]

IN THE MAY ISSUE OF *Decision Line*, I talked about adopting core values as we begin the process of renewal. These core values are communication, feedback, simplicity, and courage. In this

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column I will address how your feedback helped the Board in our renewal of the Institute.

I believe that you, the members of the Institute, are the steering mechanism for DSI.

In July an online survey was sent to you, the membership of the Institute. I will share these results with you; explain to you how they helped the DSI Board of Directors develop a strategic plan and new charges for existing and ad hoc committees. Finally I will tell you how you can contribute to DSI's renewal by coming to our first Town Hall Meeting to be held in Phoenix Arizona as part of the Annual Meeting.

### Preliminary Results from the Membership Survey

First, when asked about the purpose of DSI you responded by answering:

to provide a **forum for the exchange** of ideas (research and pedagogical approaches) in the decision sciences.

The second-most highly-weighted answer was:

to advance the **knowledge** development and dissemination in the decision sciences.

When asked about the appropriate philosophy of the Institute, you collectively answered (top six responses ordered

from strongly agree downward) the following:

Multidisciplinary focus  
Interdisciplinary focus  
Collegiality  
Cross-functional orientation  
Inclusiveness  
Friendliness

When asked about the priorities, your answers indicated that the human element is extremely important. Priorities (top six responses ordered from strongly agree downward) are:

Open communication  
Responsiveness  
Opportunities for participation  
Innovation  
Quality of services  
Customer focus

When asked to identify the strengths of the Institute, you responded by placing the DSI Annual Meeting on top, followed by a long list of other strengths (top six responses ordered from strongly agree downward). They are:

Annual meeting  
Recruiting opportunities for universities & candidates  
Long history and name recognition  
Multidisciplinary approach  
Opportunities to network with colleagues  
*Decision Sciences Journal*

Finally, when asked to state what recommendations you would agree with if the Institute adopts seven strategic goals; you rated the following recommendations the highest:

#### Goal: Increase our membership

- o Increase student membership

#### Goal: Enhance our Annual Meeting

- o Increase quality of research presented

#### Goal: Enhance our journals

- o Enhance the quality of *DSJ*

#### Goal: Improve our communication

- o Be proactive in adopting new technologies

#### Goal: Enhance our programs and services

- o Facilitate faculty development; enhance programs for scholars in the early stages of their careers; and create programs integrating research with practice

#### Goal: Expand our global presence

- o Expand and strengthen global position and perspective

#### Goal: Clarify our structure

- o Examine the structure of the regions and their relationship with DSI

### Our First DSI Strategic Planning Retreat

We had our first DSI Strategic Planning retreat this year in Toronto on August 24 and 25, 2007. Thirteen members of the Board attended the retreat (see photo) which was facilitated by Dr. Sheila Margolis from CORE InSites Inc. I would describe the meeting as very cordial, friendly, and focused, since we basically worked from morning until early evening with only one official break for lunch. At the celebration dinner on Saturday night we expressed much satisfaction that we donated our time (and in many cases our own funds) to attend, and we expressed a hope that the spirit of the retreat would continue well into the future.

We accomplished, in my opinion, a great deal, and I will share some of the results at the Town Hall Meeting in November and in future columns. In this column, I list the charges developed



Board members gathered together for a DSI Strategic Planning Retreat in Toronto, Canada. Dr. Sheila Margolis (seated at far right) was the facilitator.

during the retreat. I passed along these charges to both existing and new ad hoc committees who will be working on these issues from now until the end of my term as President.

The goals, assignments, timeframes, and deadlines were developed in subgroups, then agreed upon by the consensus of Board members present. The charges are to investigate, analyze, deliberate, and recommend courses of action to the entire Board. A charge to consider an item is not to be taken as a criticism or statement that something is wrong. In fact, the committees may decide that we are already doing things in the best possible way.

As I said in previous columns, we are not reinventing DSI, we are **renewing the Institute** by examining, debating, keeping what is good, and improving aspects where change is needed. The list below indicates topics for discussion, not for implementation. We will wait to hear your opinions at the Town Hall Meeting and consider any recommendations that come from the Town Hall Meeting and all of the committees at our regular Board meeting in January. The charges developed by the Board members at the retreat are:

**Goal: Enhance Membership—Be More Strategic**

**Assigned to:** Ad Hoc Committee (subset of Board): Ram Narasimhan (Chair), Norma Harrison, Keong Leong, and Powell Robinson

**Timeframe:** Committee investigates, submits report due December 10, 2007 and presents for discussion at January 2008 Board Meeting.

**Charges**

- Focus on membership from the following areas: OM, Supply Chain, MIS, Statistics, Management Science
- Attract the pioneers in these areas
- Link with these societies and individuals
- Attract affiliated methodologies/disciplines (strategy, management, engineering)—beyond operations management; reach out into new domains such as

public sector, health care, service science, agribusiness

- Expand government memberships—e.g. invite winners of IBM research grants
- Increase membership from prestigious non-US universities
- Consider creating an interest group for practitioners

**Goal: Enhance the Annual Meeting—2007 and Beyond**

**Assigned to:** 2007 Annual Program Committee: Janelle Heineke and the 2007 Annual Meeting Program Committee

**Timeframe:** To be completed for 2007 Annual Meeting

**Charges**

- Have Fellows and Board members be more visible and be proactive (e.g., invite to receptions; highlight when Fellows present; mix and mingle; disperse among tables)
- Ask Fellows to engage—to bring top profile individuals to meeting
- Organize cross-disciplinary track
- Practice better customer lifecycle management
- Improve quality of meals, snacks and breaks
- Promote international conference at meeting

**Goal: Enhance the Annual Meeting—2008 and Beyond**

**Assigned to:** 2008 Annual Program Committee: Marc Schniederjans and the 2008 Annual Meeting Program Committee

**Timeframe:** To be completed for 2008 Annual Meeting

**Charges**

- Have better quality papers (review process); have only refereed papers from submitted papers presented at meeting; reduce acceptance rate to 65-70%; lower track sizes [the change in acceptance rate was subsequently voted down by the Board]; have fewer parallel sessions; retain four-day meeting
- Increase involvement of top researchers/institutions
- Increase opportunities for networking and socializing

- Promote placement to top schools and leverage for membership
- Increase practitioner involvement; have practitioner invited sessions
- Continue miniconferences
- Increase professional development offerings in research and teaching
- Encourage cross-disciplinary orientation (to attract complementary research disciplines—e.g., management, engineering, strategy)
- Consider including a high profile practitioner as plenary session at meeting
- Invite practitioners to present without requiring payment of registration fee
- Schedule panel(s) of high-profile practitioners and scholars on a thematic topic—miniconference
- Conduct sessions on supply chain challenges run for and by practitioners
- Network with business and government
- Have research methodology focused sessions at meeting
- Increase participation of international scholars

**Goal: Enhance Journals**

**Assigned to:** Executive Director, Carol Latta

**Timeframe:** To be discussed at 2007 Annual Meeting

**Charges**

- Explore more journal outlets connected to DSI (premier, non-organizationally-linked journals such as *JOM*, *JMIS*, *OPR*)

**Goal: Enhance Journals**

**Assigned to:** Ram Narasimhan and Soumen Ghosh

**Timeframe:** To be discussed at 2007 Annual Meeting

**Charges**

- Offer a supply chain management research journal (SCMR)—OM, IS/IT, Service Science, etc.

**Goal: Enhance Journals**

**Assigned to:** 2007 Program Chair, Janelle Heineke

**Timeframe:** To be completed by December 25, 2007

### Charges

- Have all conference "best papers" meet criteria of DSJ article publication—and be considered for publication in DSJ

### Goal: Enhance Journals

**Assigned to:** Ad Hoc Blue Ribbon Committee of Scholars, Manoj Malhotra (Chair), Paul Gray, Kwei Tang, Bob Zmud

**Timeframe:** Committee investigates, submits report due December 10, 2007 and presents for discussion at January 2008 Board Meeting.

### Charges

#### *Decision Sciences Journal*

- Evaluate and reposition the Journal
- Evaluate the work and interface of the editorial board and the Institute (best choice of editor/editorial board)
- Use a more consistent review process (need less variance in quality of review)
- Have a faster turnaround
- Improve the stature with a focus on criteria for rankings and make changes to enhance ranking
- Promote journal as the premier cross-disciplinary research journal (a vehicle for high-quality cross-disciplinary research—a first-choice journal)
- Have special issue of journal with Annual Meeting theme (including Meeting top papers); link journal articles to Annual Meeting papers
- Increase relevance to practice

### Goal: Enhance Journals

**Assigned to:** DSI Publications Committee: Clyde Holsapple (Chair) and the Publications Committee

**Timeframe:** Committee investigates, submits report due December 10, 2007 and presents for discussion at January 2008 Board Meeting.

### Charges

- Investigate and consider a practice-oriented journal—provide committee a rationale

### Goal: Improve Internal Communication/ Enhance Use of Information Technology

**Assigned to:** Vijay Sugumaran (Chair of the DSI IT committee), Janelle Heineke, and the entire IT committee

**Timeframe:** Committee investigates, submits report due December 10, 2007 and presents for discussion at January 2008 Board Meeting.

### Charges

- Actively communicate with members
- Use website to add value
- Keep website innovative
- Use databases creatively for member services—communicate and engage
- Help home office be efficient through technology
- Have member directories
- Have interactive chats
- Enhance content on website
- Keep content up-to-date; decide how content is updated; develop processes for updating content (templates- so more automatic)
- Enhance conference website
- Have consistency in look of all aspects of website
- Post committee membership, charges, rationale and progress on website
- Allow ongoing feedback on charges on website
- Consider technology/tools on website (moderated by committee chair) to share information—two-way
- More effectively manage knowledge (ex. through website)
- More effectively use website to encourage functional and cross-discipline networks and professional development
- Track membership data (who is member, schools where they are from, etc.)
- Consider renewing membership and collecting Annual Meeting fees at same time

### Goal: Improve External Communication/ Enhance Marketing/Publicity

**Assigned to:** Vice President Vijay Kannan

**Timeframe:** Committee investigates, submits report due December 10, 2007 and presents for discussion at January 2008 Board Meeting.

### Charges

- Market and promote to deans, ranking organizations, accreditation agencies
- Co-brand with other high profile organizations—ex. ISM joint conference/symposium
- Seek joint conferences with International Conference

### Goal: Enhance Professional Development

**Assigned to:** Ad Hoc Committee (subset of Board) Soumen Ghosh (Chair), Mark Davis, Jeet Gupta, and Antonio Rios

**Timeframe:** Committee investigates, submits report due March 15, 2008 and presents for discussion at April 2008 Board Meeting.

### Charges

- Provide other opportunities besides Annual Meeting for professional development (website, special interest groups, independent conferences)
- Recognize the life cycle of professor (create mid-career consortia—research focus)
- Conduct Deans and Administrators Workshop (future/current)
- Start a fellows/distinguished professor lecture series
- Conduct teaching effectiveness workshops
- Sponsor regional professional development outside of Annual Meeting
- Consider monthly meetings, locally held
- Implement professional development focused on research Mentor

### Goal: Clarify Structure (of Committees)

**Assigned to:** Ad Hoc Committee (subset of Board) Kirk Karwan (Chair), Bill Tallon, Peter Ward, and Binshan Lin

**Timeframe:** Committee investigates, submits report due December 10, 2007 and presents for discussion at January 2008 Board Meeting.

### Charges

- Consider changing timeline for Board processes to ensure faster response
- Reevaluate the time cycle for committee recommendations

- Have each committee report to an assigned Board member
- Charge Nominating Committee to have diverse, high-profile people on Board
- Reduce size of committees (too many individuals do not participate) and number of committees (too much overlap)—have the right committees
- Communicate with each committee chair
- Explain rationale of charges
- Expand decision making—outside of Board Executive Committee—so committees are more empowered (so actions are acted upon)
- Give committees fewer tasks
- Use committees on an ongoing basis—dynamic rather than just in November

**Goal: Clarify Structure (of Board and Implementation Issues)**

**Assigned to:** Ad Hoc Committee (subset of Board) Krishna Dhir (Chair), Rob Klassen, and Shaw Chen and consultation with Carol Latta

**Timeframe:** Committee investigates, submits report due December 10, 2007 and presents for discussion at January 2008 Board Meeting.

**Charges**

- Find ways to improve charges implementation
- Build high transparency in implementation process (too often charges never implemented)
- Board needs to present to Home Office or others in execution of actions an implementation plan
- Evaluate the use of time of Board meetings—content, what is discussed, how time is spent and schedule
  - Have Board Meetings focus on most important things
- Consider having entire Board meet on a day prior to the Annual Meeting (2008 and after)

**Goal: Clarify Structure (of Regions, International Meetings, Affiliates, and Mini-conferences)**

**Assigned to:** Ad Hoc Committee (subset of Board)

**Timeframe:** Committee investigates, submits report due December 10, 2007

and presents for discussion at January 2008 Board Meeting.

**Charges**

- Evaluate the Policies & Procedures Manual—make changes to allow more flexibility
- Evaluate size of Board and membership on Board—consider changing by-laws
- Evaluate costs of Annual Meeting and use of those revenues

**Goal: Clarify Structure**

**Assigned to:** Ad Hoc Committee: Johnny Rungtusanatham (Chair), Karen Fowler, and Gary Wicklund

**Timeframe:** Committee investigates, submits report due December 10, 2007, and presents for discussion at January 2008 Board Meeting.

**Charges**

- Clarify the relationship with regions and mini-conferences not part of the Annual Meeting
- Create special interest groups (SIGS)
- Consider (financial) relationship with international conference and DSI (membership, attendance, participation in DSI can result)

**Town Hall Meeting**

(At Town Hall Meeting in Phoenix in November, 2007.)

- Board members and the Committees who are assigned the new Charges should attend to hear membership feedback
- The Town Hall Meeting agenda will include the following activities:
  - Share member survey results
  - Present strategy ideas developed at Strategic Planning Retreat
  - Obtain membership feedback

Ideas from the Town Hall Meeting will be integrated into each committee report, as appropriate.

**What We Need Next From You**

To learn more about the strategic planning retreat, DSI's goals and priorities, and to tell us what you think about our priorities and charges, please attend our

first Town Hall Meeting on Sunday, November 18, 2007, from 4:30 to 5:30 p.m. in Phoenix, Arizona.

This Town Hall Meeting is a unique opportunity for us to communicate face-to-face; for you to communicate with our Member Services Coordinator; with a few members of the Board of Directors, and with other members of the Institute. The Board is in the process of developing a new strategic vision for the Institute, so bring your questions and opinions and together we will renew our DSI family.

We do listen to you, your requests and concerns, and we do our best to deliver all of the services and support you need to achieve success in your careers. This is your opportunity to help renew the Institute. ■

**2007 NOMINATIONS**, from page 1

The 2006-07 Nominating Committee, chaired by Thomas E. Callarman (CEIBS) has completed the slate of nominees for the 2008 election of officers. The Nominating Committees for the regional subdivisions also have compiled the names of nominees who are running this year for the office of vice presidents elected by the regional subdivisions.

Ballots will be mailed in January 2008. Additional nominations may be made by November 30, 2007. Each additional nomination must be made by petition signed by at least five percent of the members and submitted to the Institute's Secretary, c/o the Institute's Home Office, 35 Broad Street, Atlanta, GA 30303.

Additional nominations for vice presidents elected by the regional subdivisions may be made upon petition signed by at least five percent of the regional subdivisions' members. ■