

POMS

CHRONICLE

FIRST ISSUE 2013

IN THIS ISSUE

- President’s Message 1
- From the Editors 3
- New POMS Fellows 4
- Thoughts from POMS Fellow Ananth Raman 5
- Thoughts from POMS Fellow Charles Corbett 5
- Martin K Starr E-POMP Award: Thomas Debrowski 9
- S. K. Gupta Distinguished Service Award: Marty Starr 10
- Thoughts from Service Award Winner Martin Starr..... 10
- Paper and Chapter Calls 11
- Skinner Awards 13
- Paul Kleindorfer Award in Sustainability..... 14
- Emerging Economies Doctoral Student Awards..... 14
- POMS College News and Awards..... 16
- Emerging Scholars Program/Doctoral Consortium..... 19
- POMS Officers and Board Members 20

Upcoming Conferences

POMS 2014 - Twenty Fifth Anniversary Conference

Atlanta, Georgia, U.S.A. May 9 – May 12, 2014

Watch the POMS web site, the future Chronicle, and keep in touch with your Colleagues to find out more exciting details!



Hau Lee

Co-organizers:

Cheryl Gaimon



Christopher S. Tang, POMS President

Edward W. Carter Professor of Business Administration
UCLA Anderson School, Los Angeles, CA

Welcome to 2013! It is a great feeling to begin my presidency as POMS reaches new heights. As a society that relies heavily on volunteerism, we should be very proud of the continued success of POMS. In 2013, POMS has over 2,000 members representing 56 countries and all 7 continents.

Also, the number of attendees and the number of sponsors at the Annual Meeting reached new records in 2013. Behind this great success is the selfless effort of our volunteers: our members!

To sustain our growth, we need to create more value so that we can retain our current members and entice more new members. To do so, we surveyed our members to identify areas that POMS should continue to do well in, as well as identify new opportunities that POMS should seize. Based on the survey results, we have identified three opportunities: (1) Our POM journal must be recognized as a top-tier OM journal; (2) POMS should organize more international conferences; and (3) POMS should create more opportunities for POMS members to interact with OM practitioners.

With the support of the POMS board, I am delighted to share some exciting news with you:

1. **Endorsing POM.** In September 2012, all 30 POMS fellows signed a letter endorsing POM as an essential outlet for leading-edge OM research. This letter has been sent to the Deans and Department Chairs of over 200 Business Schools and Industrial Engineering departments in the United States. We also sent the letter to the press including Business Week, Financial Times, etc. Please feel free to share this [endorsement letter](#) with your colleagues and friends.
2. **Organizing more International POMS conferences.** We are working with our POMS [Regional Vice Presidents](#) to organize various international conferences in 2014, 2015 and beyond. Potential locations include Singapore, India, Israel, and Brazil.
3. **Engaging Practitioners.** To create more opportunities for our POMS members to integrate practice in our research and teaching, we have started two major initiatives. First, we have enlisted 10 “[POMS practice leaders](#)” from Amgen, Dell, Google, Hewlett-Packard, Mayo Clinic, Nestlé, PwC Consulting, SCM World, Sunoco, and Xilinx. I am also grateful to Kevin O’Marah (Chief Content Officer of SCM World) for co-directing the [POMS Practice Leaders Forum](#). During the 2013 POMS meeting in Denver, these practice leaders shared their real OM issues with the attendees. (The videos of their presenta-

(Continued on page 4)

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to serve as a medium of communication and
to provide a forum for dialogue among its members.

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POM Journal

Contact Wiley-Blackwell for an institutional subscription
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**Submit articles, news, announcements, and other
information of interest to the editor:**

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*Electronic copies of current and past issues of
POMS Chronicle are available at: **www.poms.org***

POMS Atlanta, May 9-12, 2014



FROM THE EDITORS

**Mike Dixon**

Graduate School of Business and Public Policy,
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Introducing Co-Editor Mike Dixon

Under the capable tutelage of Glen Schmidt, I have recently taken on some responsibilities of as a co-editor of the POMS Chronicle; what a wonderful opportunity I've been given to be in contact with and learn from some of the most talented and caring people in our field. I am still a toddler in the world of academia, but the contributions to this edition of the Chronicle have inspired me not only to aspire to an active role in our community, but also to be a better, more caring person. As you read the contribution from our newly appointed fellows and award winners, I think you'll agree with me that those around us that are the most accomplished in academic contributions are also deep thinkers about what it means to be human.

In its simplest sense, the field of operations management is about how to manage things better; it seems to me that one of these "things" we should be considering is our relationships with one another. To this end, the POMS Chronicle serves as an outlet for our community members to discuss how, we as a community of scholars, can be better – better researchers, better reviewers, better influencers, better teachers, better people. With very little filter, the Chronicle is your voice to reach out to the larger community and discuss your thoughts on what good has happened in our community and what more can be done. I encourage you to consider contributing to this conversation in order to play an active role influencing the ideas that will lead us all to being better together. Glen and I were both giddy over the contribution of this edition; they inspire us and make us eager to hear more from our talented, thoughtful community. Thank you for your support.

Mike received a PhD. from Cornell University and an MBA from the University of Utah. Together with his wife and three kids he lives in Monterey California as an Assistant Professor of Operations Management at the Naval Postgraduate School. He teaches Managerial Statistics to MBA students and has been known to wear bow ties and play the ukulele from time to time. His research interests are in service operations and in particular the design, production, and scheduling of service experiences.

(Continued from page 13)

Quarterly, Organizational Science) as well as premier practitioner-focused outlets such as *Harvard Business Review*.

The selection committee consisted of:

Metin Cakanyildirim (University of Texas-Dallas), Karen Donohue (University of Minnesota), Michael Lapre (Vanderbilt University), Beril Toktay (Georgia Institute of Technology)

**Glen Schmidt**

David Eccles School of Business, U. of Utah
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A Little Bit of Easter Island in the Center of the U.S.

I grew up on a farm in Kansas. Thus I read with interest a recent article in the New York Times (NYT, see reference at end) about the depletion, over the past half-century or more, of groundwater out of the Great Plains aquifer. This huge underground lake was filled up over centuries of time, but unfortunately it is not currently being replenished at a rate of any significance. In other words, when the lake has been pumped dry, that is it. And now it is almost dry. Soon there will be no more water for irrigation of the corn that has provided high-fructose corn syrup to sweeten our colas, that has provided ethanol to help fuel our cars, and has provided silage to fatten cattle and give us our filet mignon. The "seven years of feasting" (more like seventy, in this case) is nearing its end – at least for those Kansas farmers.

Having grown up on a Kansas farm, I didn't need to read the NYT article to realize this was happening. Way back in the 1970s, when I was an engineering student at Kansas State, I wrote a paper based on analysis of water levels of the Ogallala aquifer in Western Kansas (the Ogallala is the primary component of the High Plains aquifer mentioned in the NYT article). Way back then, it was evident that the aquifer was being depleted. The livelihood of the farmers who pump water out of this aquifer depends on the sustainability of the aquifer, and yet they "chose not to" sustain it (depending on how one defines sustainability, I guess).

What is really suboptimal, it would seem to me, is that we (of course using the collective societal "we") depleted this aquifer to grow bountiful crops at the very time that the government was paying (others of us) to NOT grow crops due to surplus production. It is not that we were starving and therefore had "no choice" but to use up the water – we used up the water when, in some sense, it was pure luxury to use up the water – knowing full well that in the future, with a burgeoning world population and with people clamoring for better diets around the world, it is plausible (if not likely, in my opinion) that the resource would be much more valuable to the coming generations than it was to the current generation (we already see this in terms of the enhanced crop prices that the NYT article mentions).

So here we have a case where the unsustainability was quite evident to those who were engaged in unsustainable practices, and where the unsustainability would directly affect the livelihood of those people (or their heirs), and yet we chose not to sustain the resource (again, I guess one might argue that in spite of using up this resource, the Ogallala aquifer, we can still have a sustainable agricultural future, but I think there still may be a valuable lesson here). Given this outcome, what are the prospects, for example, that we as a global community will be able to avert climate change, deforestation, and so forth? Are there any lessons that we can pick out from the case study of the Ogallala aquifer?

I guess what I am asking, from a POM perspective, is the following

(Continued on page 9)

NEW POMS FELLOWS: CHARLES CORBETT AND ANANTH RAMAN



Charles Corbett
UCLA Anderson School of Management

Charles Corbett is professor of Operations Management and Sustainability at the UCLA Anderson School of Management. He served as Chairman and Deputy Dean of Academic Affairs from 2009-2012, received the Citibank Teaching Award in 2008, the Executive MBA Class of 2006 Outstanding Teaching Award and the 2002 Robbins Assistant Professor teaching award, in addition to the UCLA Staff Assembly's 2007 Faculty/Staff Partnership Award and the Anderson School's J. Clayburn LaForce Faculty Leadership Award for 2012. He was an AT&T Faculty Fellow in Industrial Ecology, served as Associate Dean of the MBA program from 2003-2006, and was the area chair of the Decisions, Operations and Technology Management area during 2007-2009. He was named Joseph J. Jacobs Term Chair in Entrepreneurial Studies for 2008-2011. He is the founder and co-director of the award-winning UCLA Leaders in Sustainability graduate certificate program and founding director of the Easton Technology Leadership Program.

His areas of teaching include operations of entrepreneurs and small business, sustainability, operations management, and supply chain management. He regularly teaches in various programs at UCLA, including the Management Development for Entrepreneurs program, the Johnson & Johnson Health Care Executive program, and in international management seminars for visiting executive MBA students. He has been invited to present over 100 seminars and lectures at institutions and conferences worldwide. Dr. Corbett was a member of the Expert Panel of the Fudan Premium Fund of Management in China in August 2006. He has given (semi-)plenary and keynote lectures at conferences in Bali, Istanbul, Lima, Mexico City, Paris, Sao Paulo, Salvador (Brazil), Shanghai, and Tainan (Taiwan).

His research focuses on environmental issues in entrepreneurial firms. He has published in *Sloan Mgt Rev*, *California Mgt Rev*, *Operations Research*, *Mgt Science*, *European J of Operational Research*, the *J of the Operational Research Society*, *Production and Operations Mgt*, *Environmental and Resource Economics*, and others. Dr. Corbett has been guest editor of three special issues of *Production and Operations Mgt* on Environmental Mgt & Operations. His 2006 study on sustainability in the motion picture industry was featured in media outlets worldwide, including CNN, the Los Angeles Times, the New York Times, The Guardian, La Opinion, and various radio and TV stations.

Before joining UCLA, Dr. Corbett was a Visiting Scholar at Vanderbilt's Owen Graduate School of Management. Professor Corbett, a citizen of the Netherlands and the United Kingdom, holds a Ph.D. in Production and Operations Management from INSEAD in Fountainebleau, France, and a Drs. in Operations Research from Erasmus University Rotterdam (Netherlands).

Please see Professor Corbett's "thought piece" later in this issue of the Chronicle for some reflections on our profession.



Ananth Raman
Harvard Business School

Ananth Raman is a professor in the Technology and Operations Management area where he has taught courses on supply chain management, technology and operations management, and service operations to MBA students. He has also created a new course at the intersection of operations and finance titled "Understanding and Influencing Operations as an Investor." He teaches in multiple executive education courses (including the school's *Advanced Management Program* for senior executives), and is also actively involved in guiding multiple doctoral students at Harvard Business School.

His research focuses on supply chain management and the investors' perspective on operations. He is co-director (with Marshall Fisher of the Wharton School) of the *Consortium for Operational Excellence in Retailing*, a research group that involves academics from numerous universities and leading retailers from around the world.

Raman's research has been published in many leading journals including *Harvard Business Review*, *California Management Review*, *Management Science*, *Operations Research*, *Manufacturing and Service Operations Management*, and *Production and Operations Management*. He has also authored multiple Harvard Business School case studies that are taught extensively at many schools, including Harvard. His book (co-authored with Marshall Fisher) "The New Science of Retailing" was published in June 2010.

He has consulted with, and been responsible for management education programs for executives at, a number of companies, and has also helped multiple retailers and suppliers design and develop decision-support systems for supply chain management. He is co-founder and director of 4R Systems (www.4rsystems.com), a venture-backed startup company.

Please see Professor Raman's "thought piece" later in this issue of the Chronicle for some reflections on our profession.

(Continued from page 1)

tions are available on our POMS website.) Second, to encourage our POMS members (faculty or students) to conduct rigorous applied research that is relevant to practice and innovative, we have launched the [2013 POMS Applied Research Challenge \(ARC\)](#). To do so, we have enlisted a group of our former winners of the POMS Martin K. Starr Excellence in POM Practice Award and a group of applied OM researchers to serve as judges.

Meanwhile, we continue to enhance our web presence, and are working with our college presidents to develop blogs for each college so that our members can continue their interactions.

THOUGHTS FROM NEW POMS FELLOWS ANANTH RAMAN AND CHARLES CORBETT



Ananth Raman

I would like to thank the Production and Operations Management Society (POMS) for electing me as a POMS Fellow in 2013. I am humbled to join this very accomplished group.

I have witnessed during the last 24 years, with considerable satisfaction, the evolution in the role and perception of operations management in academia and industry. When I showed up as a graduate student at Wharton in the fall of 1989, I was shocked that MBA students at Wharton, like their counterparts at many other schools, were not required to take a course in operations management presumably because business school faculty did not consider knowledge of operations management to be required knowledge for a general manager. The situation was similar at many companies too, where management did not see the importance of manufacturing and operational excellence to the firm's competitive advantage. Senior management often simply did not want manufacturing and operations to "screw up," and the function suffered from a defensive mindset, lack of investment and leadership. Companies did not seek to "win with operating capability," their intent was "not to lose because they lacked operating capability."

Over time, the view of manufacturing and operations has evolved in industry and in business school curricula. There were many reasons for this change. Clearly, changes in information technology (IT) forced companies to examine their companies' operations more closely. While the internet is the easiest example of new IT to think of, one should keep in mind that the last few decades have also witnessed the emergence of ERP systems, EDI, and cheaper and faster data storage and processing capacity. Moreover, many leaders in our field argued persuasively that managers were ignoring their operational capability at their own peril (see for example, one of my favorites, "Managing Our Way to Economic Decline," Robert H. Hayes and William J. Abernathy, *Harvard Business Review*, July-August 1980, reprinted July-August 2007). Such thought leadership was a vital complement to the external changes that were taking place. Simply put, operations management has come a long way during the last 24 years.

POMS, as a professional society, has grown in size and stature during the last 24 years. At its founding in 1989, POMS was a small organization and the "academic entrepreneurs" at the helm faced numerous barriers. From its humble beginning, the annual conference has become a substantial event attracting over 1,000 people, and the journal – which started publication only in 1992 – has been established as one of the leading journals in the field. None of this would have been possible without the hard work and tenacity of the entrepreneurial leaders who founded and shepherded POMS during the early days. Today, we should celebrate their achievement and commit to continuing and even enhancing their legacy.

What are our opportunities going forward? Today, POMS has

(Continued on page 6)



Interview with Charles Corbett

Interviewer: So, congratulations on being elected as a POMS Fellow. Tell me, how does it feel?

Corbett: Very humbling. There are so many others in the field who are equally or more deserving of this honor than I am. I keep thinking there must have been some kind of clerical error in the process, it's so easy to cut and paste the wrong cell in Excel while tabulating votes.

Interviewer: Enough with the false modesty. How does it really feel?

Corbett: OK, I confess, I'm pleased as punch.

Interviewer: Right, now that that's out of the way, let's get down to business. You said that the editors of the POMS Chronicle, Mike Dixon and Glen Schmidt, had asked you to submit some remarks for the Chronicle, and rather than write them yourself, you asked me to conduct this interview. So, can I ask you a few questions?

Corbett: Of course, fire away.

Interviewer: What is it that you enjoy most about your job?

Corbett: The community that comes with it. This is one of the huge privileges of working in academia. It's easy for us to forget this aspect of our academic life, but any time I talk to people with "normal" jobs, it's striking how eager they are for access to people and ideas outside their immediate organization. They may have networks of colleagues from the same organization, or professional networks, sometimes globally, but those networks are rarely as open and inviting as POMS is. The POMS community is a particularly enjoyable and collegial one to be part of, and one that we should therefore all continue to invest in.

Interviewer: If there was one thing you could change about the field, what would it be?

Corbett: Finding a way for all of us to abide by the principles laid out by Yale's Matthew Spiegel in his editorial "Reviewing Less – Progressing More" in the *Review of Financial Studies* (2012, volume 25, no. 5, pp. 1331-1338; with thanks to several colleagues who shared this). Although *RFS* is a finance journal, Spiegel's comments seem highly relevant for the OM community too. He starts with this simple thought experiment (p. 1331): "Take any article accepted for publication at any journal. Now submit it to another journal. What are the odds it will be accepted as is? Zero. There is even a pretty good chance it will be rejected. Our profession seemingly believes that its published articles are in fact not good enough to publish!" The fact that it appears to have become exceedingly rare for papers submitted to leading journals in our field to get a conditional acceptance or minor revision in the first round is worrisome. It's hard to believe that none of the hundreds of new papers submitted every year by the top scholars in our field is good enough to be published with only minimal revisions. I don't have the statistics for our major

(Continued on page 7)

THOUGHTS FROM NEW POMS FELLOW ANANTH RAMAN (CONTINUED)

(Continued from page 5)

numerous opportunities in spite of its considerable achievements. Moreover, many of these opportunities, if not addressed properly and quickly, could render our field and society irrelevant once again. In other words, much of the progress achieved during the last few decades could be lost unless we make some changes quickly.

Most importantly, in my mind, we have to strengthen our ability to impact practitioners and our students in the classroom. As members of POMS, we need to recognize that each of us has multiple audiences – students, educators, practitioners, and fellow academics. We need to strengthen our ability to impact practitioners – doing so, will make us better scholars and teachers as well. Our research in operations management is often motivated by practical problems but rarely do we “close the loop” with practice. In other words, we rarely implement the findings of our research.

I have often wondered why we – as academics in operations management – do not seek to implement our research. POMS, in its mission statement, seeks “to extend and integrate knowledge that contributes to the improved understanding and practice of production and operations management,” and also “to disseminate information on POM to managers, scientists, educators, students, public and private organizations, national and local governments, and the general public.” My sense from talking to many in our community is that we would love to see our research implemented in practice. Why then do we see not see more implementations? Do we lack the skills to implement our findings? Do we lack incentives to reach out to and engage practitioners? Are there other reasons?

My own sense is that we lack both, the skills and the incentives – and we lack the skills in part because we lack the incentives. Stated alternately, I think we should increase the incentives for all of us to engage with practitioners. Over time, I believe, changing the incentives will engender a new generation of OM scholars who will be better skilled in engaging with and impacting practitioner decisions while also inducing or strengthening similar skills in the rest of us.

We can alter the incentives substantially by changing the criterion for publication in our flagship journal, *Production and Operations Management* (POM). We should make it easier for papers that describe an implementation and recognize that these papers might not break new ground in theory. Concurrently, we should encourage all scholars to demonstrate the relevance of their work to production and operations management practice. I feel we should encourage two different kinds of papers as well. One that I will call a “practitioner review” would summarize the key findings of a stream of academic research for practitioners. For example, what should a practitioner take away from the multiple papers on behavioral decision making in operations? Two, I think we should encourage the publication of papers that describe interesting problems in rich detail but do not offer solutions to these problems. I think this step will enable field researchers, who often encounter interesting problems, to get

credit for documenting interesting new problems that can then be addressed by others (who might not be interested or able to go into the field).

Let me elaborate on each of these starting with a “practitioner review.” A few of us have tried to describe academic research in operations management via practitioner-oriented papers in journal like *Harvard Business Review*, *California Management Review*, and *Sloan Management Review*. An excellent example of such a paper is “The Bullwhip Effect in Supply Chains,” Hau L. Lee, V. Padmanabhan, and Seungjin Whang, *Sloan Management Review*, Spring 1997, Vol. 38, No. 3. Would these papers count as “practitioner review” articles in my mind? Yes, they definitely would. My intention in calling for POM to publish practitioner-review papers has two purposes. One, I think we need more of these papers. *Harvard Business Review*, *California Management Review*, and *Sloan Management Review* target the general manager and hence, have limited space to devote for operations management articles. Moreover, stylistically they are open only to a certain kind of practitioner article. Typically, they desire articles that appeal to a general audience, not only to a subset of operations managers. Moreover, they tend to demonstrate weak links to the theory at best, and tend to be somewhat light on implementation details. Through the publication of such papers, POM can meet an important need among practitioners and help the academics too.

Let me also discuss briefly what I mean by “the publication of papers that describe interesting problems in rich detail but do not offer solutions to these problems.” I’d like to illustrate this with an example from my own research. In the mid- to late-1990s, I became aware during my interaction with retailers, that they lacked accurate inventory data. I still recall the very first time I became aware that inventory accuracy was a serious matter. The merchant I was interviewing told me that she did not know what was in stock at the store. I thought she meant she could not forecast demand for products at the store. Thank heavens I asked her to clarify! Soon I started collecting and presenting anecdotal evidence for inaccurate inventory records and “phantom stockouts” (a product present at the store but not where a customer could find it) to academics at conferences. Participants usually found the evidence interesting and even related it to their own experience working with companies. I asked one senior member of our community, “why didn’t you write about it?” when he said he had encountered inaccurate inventory records, and encountered stony silence. A close friend who was at one of my conference presentations, asked me, “So how is this relevant to operations management?” I struggled to find a way to tell an “academic story” around my findings. For quite some time, I did not involve doctoral students in this research because I could not create “academic currency” for the work. It was only over time that two practitioner organizations got engaged in the work and shared with me that they had large datasets that could be used to study these phenomena. Subsequently, I was fortunate to advise Nicole DeHoratius and Zeynep Ton, whose doctoral research focused on these topics.

(Continued on page 8)

THOUGHTS FROM NEW POMS FELLOW CHARLES CORBETT (CONTINUED)

(Continued from page 5)

journals so it's possible this applies to some journals more than others, but it's a trend that I hear almost everyone complain about. However, changing this is easier said than done. Authors can help by thinking deeply about what drives their results (whether analytical or empirical), whether there are any alternative explanations that they need to rule out or acknowledge, and by writing papers that are short, concise, and to-the-point. Reviewers can help by keeping in mind that the authors are the authors; there are often several different ways to achieve the same goal, and while reviewers have a duty to check that the goal is worthwhile and the authors' path is correct, they don't have a duty to impose their favorite approach on the authors. Editors can help by constantly reminding reviewers of what they are and are not expected to do. I'm sure some of the reviews I wrote earlier in my career violated Spiegel's commandments, but if I was ever too picky that was never pointed out to me. Editors should feel comfortable instructing authors to dismiss reviewer comments that are unnecessarily onerous. Not all journals or editors are equally subject to Spiegel's critique, but it's a point for all of us to keep in mind. None of this is a criticism of the many individuals who devote so much time and effort to our journals, for no reward other than constant harassment, but a suggestion that there may be a different equilibrium that serves all of us better.

Interviewer: Is there any particular type of research that you would like to see more of?

Corbett: Yes, more research presenting careful measurements of interesting phenomena. Often, just reporting on the magnitude of something is extremely useful, but unless that measurement is couched in some not necessarily useful theoretical framework or uses sophisticated statistical methods, it's unlikely to get published in our leading journals. Consider the costs of complexity in global supply chains; we're seeing more reports of firms bringing manufacturing back closer to home due to the coordination costs turning out higher than expected, but we don't have good measures of what those hidden costs of complexity are or what drives them. A paper that found a way to estimate what proportion of total costs in a given global supply network is due to complexity (rather than materials, transportation, packaging, warehousing, productivity differences, etc.) would be fascinating and valuable. But I doubt that it would get published unless the authors presented it in terms of hypotheses drawing on theoretical frameworks such as transaction cost economics, agency theory, or other. As long as the measurements are careful and credible, what's wrong with just publishing that?

Interviewer: What is your assessment of the future of POMS?

Corbett: Generally very optimistic, though it depends when you ask. It is heartwarming to see how the society has grown over the years, while remaining open and internationally focused, and how *POM* has established itself as one of the

leading journals in OM. On the other hand, any organization, as it grows, has to guard against complacency. POMS in particular, given that one of its appealing and distinguishing features is its openness and diversity, needs to make sure that growth and success do not lead to an increasingly inward-looking focus. That applies to our community, as well as to our research. Why look inwards and work on made-up problems when there are so much fascinating things going on outside? For some, that constant connection with practice comes naturally, but for others, especially for junior scholars, a society such as POMS can play a very valuable role in helping them ground their work in reality. The increased focus on practice at the recent POMS conference was encouraging in that regard.

Interviewer: Your own work focuses mostly on sustainability. That's a broad area, what is your particular interest?

Corbett: "Sustainability" is indeed a broad area, and the term is used so loosely that it's sometimes hard to think of something it doesn't cover. I'm not as focused as I should be, but my main interest in sustainability revolves around measurement. For instance, there are methods in the industrial ecology community for measuring environmental impacts of products, services, organizations, etc., but those methods are often not well-suited to practical use on a large scale. Also, there is no single "right" way of measuring impacts, it depends on what decision is being supported. From accounting we know that we should use different costs for different purposes, but that principle does not seem to be well-understood in the environmental community. Conversely, a lot of what gets published on sustainable supply chains in OM journals does not show much awareness of existing work in LCA (life-cycle assessment) or industrial ecology journals. Together with Vered Blass (of Recanati University in Tel Aviv), one of the thought leaders in this area, we have started looking for ways to connect these two communities more closely. We haven't made much progress yet but there is a lot of opportunity there. Similar observations might apply to carbon footprinting, water footprinting, possibly even social LCA once that method becomes more developed.

Interviewer: What are some of the most formative moments you've experienced?

Corbett: There have been many, but here are two that come to mind. First, when I was a doctoral student at Insead, working on a term paper for a course taught by Xavier de Groote (who tragically passed away in 1996), he told me the model I was proposing was like a "fridge with wheels". Fridges and wheels are useful things by themselves, but putting one on top of the other doesn't make either any better. In other words, just because it's possible to add a feature to an existing model doesn't mean it's worth doing. Second, in 1999, Kal Singhal, the founding editor of *POM*, asked Paul Kleindorfer to edit a special issue on Environmental Management and Operations. Paul apparently responded that he would gladly do so if he could find an in-

(Continued on page 8)

THOUGHTS FROM NEW POMS FELLOWS ANANTH RAMAN AND CHARLESS CORBETT (CONT.)

(Continued from page 7)

nocent naive young individual to help, which is where I came in. When the submissions were in, we spent a day at Paul's apartment in Paris going through them, and I'll never forget how he would pick up a new submission, a paper he had never seen before, flip through it in what felt like less than a minute (maybe even from back to front though that may be a later embellishment), then give an eloquent 15-minute summary and critique of the paper, always finding something nice to say about it, no matter how poorly executed it was. Many other people were much closer to Paul than I was, but for me seeing not just his indomitable intellect but also his profound generosity of spirit was transformative.

Interviewer: You've mentioned Xavier de Groote and Paul Kleindorfer as formative influences. Were there any other people that could serve as role models for us all?

Corbett: Of course, more than I can enumerate here, from my doctoral years at Insead, my pre-post-doctoral year at Vanderbilt, my colleagues here at UCLA, co-authors around the world, and many others. Singling out anybody is dangerous, but two people who played a major role in establishing sustainable operations as a legitimate field within POMS and to whom I therefore owe a particular debt are Jo van Nunen, whose boundless energy, good nature and perennial occupation with the greater good will always be inspirational, and Luk Van Wassenhove, who is the best mentor my academic brothers and sisters and I could wish for.

Interviewer: Thank you for your answers. Even though I am just a figment of your imagination, I enjoyed our conversation.

Corbett: So did I. I see I'm talking to myself again, I clearly need to get out more.

Operations Blogs

Are you looking for relevant, thought-provoking commentary on current operations news? Then check out one of the Operations blogs run by some of our POM colleagues. Here is an example (other examples were given in our previous issue).



Barry Render

Professors Render and Heizer run a blog called "Jay and Barry's OM Blog," geared toward OM educators, filled with ideas that may help you teach:

<http://heizerrenderom.wordpress.com/>



Jay Heizer

(Continued from page 6)

Why do I think POM should be open to publishing "detailed disease descriptions?" After all, over time, Nicole, Zeynep, and I were able to publish the research in *California Management Review*, and leading academic journals, including POM. Do we need new channels and a new policy? Yes, for two reasons. One, the leadtime from problem identification to publishing the academic papers was more than ten years in the case of inventory record inaccuracy and phantom stockouts. That time would often be very expensive for a tenure-track faculty member or a doctoral student. Two, often the skills required for problem identification and detailed disease description is significantly different than the skills required for developing and designing solutions. We often cannot expect the same individual to have these very different skills. By opening the journal to detailed disease descriptions, we will open our field to interesting new problems. I think it will make our field more exciting.

I am optimistic that the changes I suggested above will have a very significant impact on our community over time. The quality of scholars entering POM and other academic disciplines is very high and seems to get better every year. Moreover, our field has demonstrated the ability to be flexible. During the last few decades, I have seen the field embrace principal-agency models and empirical methods wholeheartedly. I am hopeful that with the right incentives, we will be able to focus substantially more on practitioner impact as well.



Aleda Roth honored as Texas A&M Fellow; Receives Emerald Award

Aleda Roth, Burlington Industries Professor of Supply Chain Management in Clemson University's College of Business and Behavioral Science, has been named a 2012-2013 Texas A&M University Institute for Advanced Study (TIAS) Faculty Fellow. TIAS was created to bring world-class scholars to Texas A&M to work with faculty and students. Roth, the only female scholar in this year's "class," joins the ranks of members of the National Academies of Engineering and of Sciences, the American Academy of Arts and Sciences, a fellow of the Royal Society of England, and a Nobel Laureate.

Roth also received the Emerald Citations of Excellence Award for 2012 for her article "Unraveling the Food Supply Chain; Strategic Insights from China and the 2007 Recalls" in the *Journal of Supply Management*, 2008. The Emerald Award recognizes the 50 most outstanding articles published in the top 300 management journals. With 15,000 article abstracts added to the Emerald Management Reviews database annually, receiving a Citation of Excellence is an extraordinary achievement and represents one of the highest accolades that an author can achieve.

MARTIN K STARR EXCELLENCE IN POM PRACTICE (E-POMP) AWARD: THOMAS DEBROWSKI

Martin K. Starr Excellence in POM Award

The *Martin K. Starr Excellence in Production and Operations Management Practice Award* recognizes a POM professional who advances the practice of POM, promotes the profession, makes an impact, and builds a linkage between industry and academics. It recognizes a practitioner and industry leader for career-long cumulative contributions, and is an international award named after Dr. Martin K. Starr in recognition of his services to the POM profession and POMS in particular.

The first seven recipients are: Dr. Gang Yu (2012), Mr. Edwin Keh (2011), COO and Sr. VP of Wal-Mart Global Procurement, Dr. Krishan Kumar (2010), Director of Maruti Automotive Center of Excellence, Maruti Suzuki India Ltd.; Ms. Erin J. Wallace (2009), Sr. VP of Operations Integration Line of Business for Walt Disney Parks & Resorts®; Dr. Dino Petrarolo (2008), Managing Dir at Shatterprufe and previously Global Head of Mfg Dev, SABMiller plc; Dr. Corey A. Billington (2007), Prof. at IMD and previously Sr. VP for Hewlett Packard (HP); and Mr. Lee Cockerell (2006), Exec. VP of Operations for Walt Disney World® Co.



Thomas Debrowski, Mattel, Inc.

Mr. Thomas Debrowski is the recipient of the 2013 award. Mr. Debrowski is executive VP of Worldwide Operations for Mattel, Inc. He is responsible for ensuring the efficiency and quality of all worldwide manufacturing, logistics and supply chain activities for Mattel. He oversees the operations and distribution departments, which include global sourcing, procurement, manufacturing operations, operations finance and strategy, operations technology, logistics, operational planning, environmental affairs, health and human safety.

Debrowski joined Mattel after more than nine years as Sr. VP of Operations for The Pillsbury Company, where he was responsible for integral processes ranging from purchasing and manufacturing to product quality and environmental affairs.

Before joining Pillsbury, Mr. Debrowski was a 20-year veteran of Kraft Foods, Inc., the world's-largest U.S.-based packaged food company. He began his career at Kraft in 1972, and rose through the ranks to eventually become VP and director of Grocery Operations for Kraft USA. Prior to that, he spent seven years living and working overseas and was responsible for Operations in both Europe and Asia-Pacific, respectively.

Debrowski's affiliations include the Calera Capital Advisory Board, Mattel Children's Foundation, and Save the Children. He is serving as a board member of the Speech and Language Development Center, and was a board member of the National U. of Singapore (NUS) Business School Advisory Board. Also, he has served as a guest speaker about global operations at the UCLA Anderson School over last 10 years.

Debrowski earned a Bachelor of Science degree from Delaware Valley College of Science and Agriculture.

The selection committee included Edwin Keh, Wharton (Chair), Suresh Chand, Purdue, Sushil Gupta, Florida International, Martin K. Starr, Rollins College, and Christopher S. Tang, UCLA.

(Continued from page 3)

broad question. What is the role of us as Op's people in this type of "tragedy of the commons" problem? Is it our role to help the farmers – speaking metaphorically, here (replace the word "farmers" with "firms" or "managers," and the word "crops" with "semiconductors" or "garments", etc.) – is it our role to help the farmers find better ways to eek out higher crop yields from the same amount of water that they pump? (This won't delay the depletion of the groundwater, but it will yield higher economic output). Or is it our role to delay the depletion a bit (or by two bits) by helping design "catch ponds" that recycle the runoff that results from flood irrigation, or by coming up with drip irrigation methods that can replace the center pivot and "flooding" methods? Of course, we should do all these things – but is this enough? Do we take the view that the groundwater depletion is inevitable, and try to contribute to making the most out of the water that is left, or do we have something else to contribute to the discussion (or to contribute to spurring a discussion)? Said another way, as "optimizers," how do we optimize our contribution?

The story of Easter Island is one of similar (actually, much more dire) depletion of resources – the inhabitants built their civilization to a sophisticated level, but then they ultimately cut down every last tree on their island, grossly depleted other resources, resorted to cannibalization, and the civilization fell back. Of course the fate of the Kansas farmers is quite different – they can move on to other pursuits, and they can go back to dryland farming. But what can we learn, if anything, from this experience? How do we prevent histories of the resource-depletion-type from repeating themselves?

Let me end by noting that I'm most appreciative and respectful of all the work we've done as a POM community to contribute to the questions of sustainability. Many of you have been on the forefront of this endeavor, and I look forward to seeing the collective contributions of POMS members continue to flourish and expand in this area, due in no small part to the foundation that many of you have helped lay.

Reference: "Wells Dry, Fertile Plains Turn to Dust." Wines, Michael. *New York Times*, May19, 2013. <http://www.nytimes.com/2013/05/20/us/high-plains-aquifer-dwindles-hurting-farmers.html?src=me&ref=general&r=2&>

Note: Our family farm did not sit over the aquifer. But while we were not pumping aquifer water, we were "envious" of the farmers who could irrigate – and had we had the opportunity, I suspect we would have been pumping as fast as anyone else.

SUSHIL K. GUPTA DISTINGUISHED SERVICE AWARD WINNER: MARTIN K. STARR



A Tribute to Martin K. Starr

The recipient of the First Sushil K. Gupta POMS Distinguished Service Award

Collected from many contributors and composed by **Sushil K. Gupta**

The Production and Operations Management Society (POMS) created the Sushil K. Gupta POMS Distinguished Service Award in its annual

meeting in Chicago, 2012, to recognize contributions made by those members who substantially contributed to the growth of the Society. The award was named after Sushil to honor him for his dedicated services to POMS.

The committee for the first Sushil K. Gupta POMS Distinguished Service Award was chaired by Dr. Cheryl Gaimon (Professor, Georgia Tech., U.S.A.). The committee members included Dr. Sushil K. Gupta (Professor, Florida International University, U.S.A.), Dr. Japes P. Gilbert (Professor, Rollins College, U.S.A.), Dr. Nagesh Murthy () and Dr. Janice Carrillo (Professor, University of Florida, U.S.A.). The committee unanimously chose Dr. Martin K. Starr (popularly known as Marty) for this award.

Dr. Martin K. Starr is Distinguished Professor Emeritus of Operations Management and Management Science at the Crummer Graduate School of Business, Rollins College in Winter Park, Florida. Dr. Starr is also Professor Emeritus of Operations Research and Management Science at Columbia University's Graduate School of Business.

Dr. Starr has been with POMS, our Society, since the early beginnings. He facilitated the growth of POMS during its initial years and has been guiding its path towards excellence for the last 24 years. He has served as President of POMS and is now the chair of its Council of Presidents. He has been a constant source of guidance and encouragement to POMS Presidents and other members of the Society. The sentiments expressed by some of the past presidents of POMS sums up very elegantly the contributions of Dr. Starr to the POM discipline in general and POMS in particular.

Dr. Cheryl Gaimon (Professor, Georgia Tech., U.S.A.) states, "... when I became President of POMS, Marty enthusiastically helped me to understand the complexity of the position and influenced me in terms of how I might make a lasting impact on POMS." Dr. Jatinder (Jeet) Gupta (Professor, University of Alabama, Huntsville, U.S.A.) echoes Cheryl's sentiments and observes, "When I was elected President of POMS, Marty freely shared his viewpoints and always provided inputs to ensure the growth and vitality of POMS. I found him to be a pillar of strength and encouragement."

Dr. Wickham Skinner (Professor, Emeritus, Harvard Business School, U.S.A.), POMS past president, who is a pillar of POMS just like Marty observes, "Marty is one of the very all-time greats in our field. He combines top flight extraordinary understanding and leadership in Operations Management with skillful teaching, clear and masterful writing, and warm and understanding collegiality.

(Continued on page 11)



Reflections from Martin K. Starr

Reflections about evolving responsibilities for POM and the need for respect of history

It is exciting and rewarding to see how our POM Society, and more broadly the field of Operations Management, is extensively applying our collective knowledge to Humanitarian Operations & Crisis Management (HO&CM).

This area has been on my mind a great deal since I agreed to assist with the founding of the three-year old POMS College which is dedicated to this evolving area of application. Also, I volunteered to serve as co-editor of the Special Issue of the POMS journal which has been in the works for over a year. In this job I have learned a great deal from my co-editor, Professor Luk Van Wassenhove. His knowledge in this nascent area is incredible and he is a master of research into the multiplicity of vague and difficult issues that surround sensible solutions under conditions of disaster.

A lot goes on after a major or even minor catastrophe occurs. The remediation is well-described by activities associated with the field of Humanitarian Operations. Helping people survive a catastrophe requires the systems approach. It is extremely important to see the "big picture" and it is rare that one person has the necessary vantage point. Teamwork requires the ability for all to listen carefully as well as hearing with an open mind. In that regard, POM must recognize that there is more to crisis management than what must be done during and after a calamity strikes. That is the domain of what can be done before a crisis.

Far less attention is paid to crisis prevention. That may be because it is believed that accidents such as Chernobyl, Bhopal, and the Challenger explosion are not one person's fault. The fact that causality is complex does not mean accidents are inevitable—or that disaster severity cannot be reduced. Phil Crosby would visit with my students at the Crummer Graduate School of Business (Rollins College) and tell these executives why zero defects is an essential goal for management at all times and everywhere. In spite of some objections, Phil Crosby's point of view prevailed.

Let us now go through the same process of dialogue to agree that zero defects should be applied to crisis management in the future. Sure, some things always sneak past us, but isn't that because we were asleep at the switch? That expression reveals train accidents that did not have to happen.

We need to remedy the lack of attention to preventable crises. First and foremost, industrial and nuclear accidents can be prevented. See the reference below to DOE work. All of us will profit by reading up on the significant amount of literature that has been generated by this initiative. Also, consider the mistake-proofing, error-preventing work that began under the name of poka-yoke by Shigeo Shingo in the 1960s. Remembering that cars (now) cannot be started without depressing the

(Continued on page 12)

PAPER AND CHAPTER CALLS

(Starr...Continued from page 10)

His thinking at a high conceptual level is accompanied by a case-by case realistic awareness of real issues, complexity and problems. He is a model for the young and an object of admiration and affection for the old. I love him dearly."

Dr. Luk Van Wassenhove (Professor, INSEAD, France), POMS past president, states "There is so much to say but I would like to emphasize the present instead of the past. He is a monument in POMS, a true POMS giant who defends POMS' uniqueness and differentiation from INFORMS. He is one of the few extremely generous people always ready to share his enormous experience on many subjects and issues. In short, he is a mentor to me. I can only wish that we would grow more academics like him but unfortunately the times are "different". And I can only wish that I would have the determination to become more like him."

Dr. Starr has facilitated the creation of an identity for production and operations management as an academic discipline not only in USA but all around the world.

Peter W. Robertson Vice President, Operations Planning, BlueScope Steel, Wollongong, Australia, describes him as the "father" of POM in Australian region; and so does Henrique Correa, Professor, FGV Business School, Fundacao Getulio Vargas, Sao Paulo, Brazil, for the Latin American region.

Dr. Starr served as the editor-in-chief of *Management Science* for 15 years from January 1967 to June 1982. He has influenced several generations of students and professors with his writings, teaching, and leadership roles in the POM community. I (Sushil) started my academic career in 1969 in India. Marty's writings had profound impact on me. I always wanted to meet him. It was a "dream come true" when I met Marty after I moved to U.S.A.

Dr. Starr has been bestowed with many honors and awards during his career. He was elected Fellow of the American Association for the Advancement of Science, Fellow of the Institute for Operations Research and Management Science, and Fellow of the Production and Operations Management Society.

Dr. Starr has influenced the corporate world via his writings in practice-oriented journals, consulting assignments; executive development programs, and serving on management boards of various corporations. In 2006, POMS instituted the Martin K. Starr Excellence in Production and Operations Management Practice Award.

Marty continues to write, mentor young professionals, consult with companies, provide service to professional societies, and travel all over the world to expand the POM community and to raise its impact on organizations. He wants to continue to pursue the themes that have fascinated him for more than five decades.

These days, he is interested in exploring the role of POM in securing safety against conscious acts of terror and acts of Nature that wreak havoc. He helped in establishing POMS College of Humanitarian Operations and Crisis Management.

Marty Starr lives in Winter Park (near Orlando) Florida with his

wife, Polly Starr. Norman Faull, Professor at Graduate School of Business in Cape Town, who had heard about Polly even before he met her, says, "My senior colleagues at the GSB would always talk about 'Marty and Polly,' as if they were Siamese twins. What they were attesting was what I would come to experience for myself: the twinkle-eyed partnership of two people who respect each other and respect the seriousness of their joint work on this planet. There is an endearing youthfulness about their curiosity of life and living. A Zulu proverb: 'umuntu ungumuntu ngabanye abantu,' is often translated as 'people are people through other people.' Put differently, 'I am human because I belong in a community with others.' I am indeed richer for being part of a community with Marty and Polly."

Aren't we all richer indeed for being part of a community with Marty and Polly.

Paper and Chapter Calls

Journal of Operations Management Special Issue on System Dynamics: Emergence, Reinforcement, Adaptation and Traps

Objective: to shine a light on research that meaningfully leverages system dynamics concepts to further inform critical phenomena in OM (eg. emergence of supply chain relationships, learning in project groups, strategic-tactical performance spirals). In doing so, submitted papers should capture one or more of the following:

1. Critical feedbacks mechanisms among the actors and elements of an operating system
2. Important accumulations of inputs, resources and/or capabilities
3. Complex nonlinearities or time delays connecting decisions to outcomes
4. The endogenous generation of dynamics from model structure
5. Rigorously grounded representations of human decision making behavior

In line with the objective of JOM, all submissions must also be empirically informed in a way that is indispensable to the research. Numerous possibilities for empirical contribution exist, including:

1. Longitudinal empirical observation to rigorously test existing OM system dynamics models.
2. Behavioral models that capably account for variation in empirical observations over time.
3. Simulation analysis informed rigorously by solid empirical data collection.

Full Details of Call at: <https://docs.google.com/file/d/0B9egvYFzfvzQW5iNFRHRU1ELUU/edit?usp=sharing>

(Continued on page 15)

SUSHIL K. GUPTA DISTINGUISHED SERVICE AWARD WINNER: MARTIN K. STARR

(Starr...Continued from page 10)

brake pedal, accidents of transport (planes, trains, and trucks) must be reduced in number.

Space accidents such as those of the Challenger and Columbia shuttles could have been circumvented. It is generally agreed that with better regulation, fires and explosions such as the recent West Texas disaster can be avoided. Accident avoidance is backed up by years of research. It is reassuring to note renewed interest in the topic of Operational Readiness (a systems approach to accident prevention) pioneered by the US Department of Energy (1965).

Now, let me complicate matters by adding to our prevention agenda the less obvious examples of floods, droughts, earthquakes, and hurricanes. It is a matter of conjecture, still under discussion, as to how much violent phenomena can be prevented. For example, dams may help prevent flooding. And even if such phenomena cannot be prevented, it is agreed that some specific incidents could have had less severe impact if proper planning had been done. Mitigation applies, for example, to fires, tornadoes and volcanic eruptions.

There is also a lot of information to indicate that some terrorist activities could be prevented. If not, the impact of terror-based activities can be ameliorated. Finally, even crises of lesser scope (because they occur on the individual level), such as car accidents, can aggregate to disasters of staggering totals. Their severity can be reduced. For example, automobile accidents can be reduced in number, fatalities decreased, and the seriousness of injuries can be ameliorated.

As I see it, crisis management relating to humanitarian operations, is a POM responsibility. Further, it is my belief that no organizational entity, other than POM, is able to assume responsibility for preventing crises. Some think that crisis management should be a new and separate field. I have heard it proposed that government establish an office of crisis management.

What methodology would such an office use? The most effective set of tools, skills, models, and methods already belong to the POM professional. Supply chain management is one of the most focused aspects of humanitarian assistance and it falls within the POM domain of capabilities. Inventory management is one of the main requirements of supply chain managers and it began with I.E., merged with O.R. and became the domain of POM. The good sense of this is instantly recognized by practitioners who purchase, store and distribute materials and components to those requiring assistance before, during and after a crisis.

To address what is not well understood, POM can competently allocate budget for research on humanitarian operations. In addition to serving humanitarian need on the spot, there is research on the complex issues of how best to allocate medical help, food, shelter, clothing, etc. The measure of success cannot be "good enough." POM is the master of processes essential for excellence in acquisition, storage, and transportation of critical materials and personnel—from and to—the disaster zone. POM alone is capable

of designing, implementing and monitoring truly efficient supply chain operations. POM is responsible for effective repair and maintenance.

The necessities of survival (physical and mental) must be addressed when disaster strikes. While each disaster is different, there are similar patterns of what occurs, and what must be done. Only POM has the knowledge, experience, and connections to innovate appropriate solutions. Crisis managers are systems thinkers looking at the big picture of what must be accomplished with the resources at hand. The generic methodology (of supply and demand) has been applied by POM over many years, but the HO&CM application is relatively new. Satisfactory solutions are not acceptable in this area. Optimal solutions are the goal where the definition of optimal is complex.

There are two additional points that I want to cover. The first is innovation in HO&CM thinking. Many unique situations demand new approaches to ideation (i.e., idea generation). These include group "brain storming."* HO&CM solutions must be applicable to conditions with specifics never encountered before—even if the generic circumstances are entirely familiar. One flood is not the same as another to the crisis managers on the ground reacting to real people in experiencing tangible disaster conditions. Particularly important is the need to innovate with speed while avoiding the penalties of "making waste with haste." The tradeoff between speed and accuracy requires new methods of making appropriate innovative decisions.

Another critical issue demands re-recognition of the importance of calibrating history. Forgetting how to embody the lessons of history might be called a "lost art of innovation." We are having a crisis of thinking if we believe that everything that is happening "now" is doing so for the first time. There is lack of information about cycles that occur with imperfect regularity. This is especially true of long-term cycles (any period of more than a decade would be a good start). Sunspot cycles are evident yet not much is known about how they affect our weather. It was 121 years ago (1892) that Lord Kelvin stated unequivocally to the British Royal Society that sun flares do not affect the Earth. His flawed view, predating his speech, had serious consequences for many astronomers**. Has Kelvin's concept been corrected today? 2013 is the apogee of the 11-year cycle. Aside from specialized scientific literature, one seldom hears about the effect of the sun on the volatility of weather.

Technological developments have a 40 to 60 year cycle studied by Kondratiev. Jay Forrester supported this long-wave theory. Better understanding of long-term cycles might improve our ability to prevent economic crises which deserve attention from a sustainability point of view.

*Applied Imagination: Principles and Procedures of Creative Problem-Solving, 3rd Edition, Alex F. Osborn, Creative Education Foundation, Feb. 1993.

SKINNER AWARDS

Skinner Awards

The Wickham Skinner Awards are intended to encourage POM scholarship and publication, to promote significant research in the field, to reward academics who have achieved unusually high accomplishment early in their careers, and to facilitate the sharing of innovative new ideas about teaching POM.

Best paper published in POM

Started in 2010, this award is given for the best paper published in *Production and Operations Management* during the previous year. Papers are judged on overall quality with careful attention given to both relevance and rigor. The top three Skinner Best Papers for 2013 were:



Amy Pan

Dorothee Honhon

(#1) Assortment Planning for Vertically Differentiated Products by Xiaojun Amy Pan, and Dorothee Honhon, POM, 21,2, March-April 2012, 253-275.



Morteza Pourakbar

Rommert Dekker

(#2) "End-Of-Life Inventory Decisions for Consumer Electronics Service Parts" by M. Pourakbar, J.B.G. Frenk, and R. Dekker, POM, 21,5, September-October 2012, 889-906.



Bradley Staats

(#3) Unpacking Team Familiarity: The effects of Geographic Location and Hierarchical Role. by Bradley R. Staats, POM, 21,3, May-June 2012, 619-635.



J.B.G. Frenk

Teaching Achievement Award

This award recognizes impact and innovation in the teaching of Production and Operations Mgt courses. Criteria include:

1. *Pedagogical excellence*: the diversity of courses taught and student evaluations, letters of support from former students and/or assessments of knowledgeable colleagues.
2. *Creativity and/or innovation*: teaching approaches and methodologies (e.g., team teaching, student teams, action learning, role playing, etc.) and/or new ways for understanding actual operations problems and the methods that can be applied to deal with them (e.g., frameworks, technology, software, etc.).
3. *Impact*. impact on the field, the profession, students/executives, and managers is of relevance. Numbers of students is certainly one measure of impact, but more important is evidence that the applicant's teaching has influenced behavior. This could be documented via letters from former students, statements from people in industry who have hired former students, and letters from other academics who have themselves

been influenced by the teaching (e.g., by adopting a book, case or course structure).



Natalie Simpson

This year's winner is Natalie Simpson (SUNY, Buffalo). The committee was very impressed by her application. In particular, her success at teaching in the large scale platform (5K students in 5 years!) is remarkable. We also liked the fact that she shared tips and experience gained from learning how to do this effectively with the broader OM community via publications and conference presentations. She had really strong letters from her Dean supporting her 18 years of teaching excellence. Clearly she been devoted to teaching throughout your career and we all should be lucky to have such a wonderful ambassador for our field. We also liked her textbook which is a great resource for the entire community.



Tobias Schoenherr

A runner-up is Tobias Schoenherr, Asst Prof of Supply Chain Mgt at Michigan State U. He has won teaching awards and is recognized for creating an academic service learning component and study abroad programs in Germany and Belgium.



Michael Galbreth

Another runner-up was Michael Galbreth, Assoc Prof of Mgt Science at the U of S Carolina. He has won teaching awards and exhibited consistent dedication, hard work, and natural ability. He has initiated bringing company partners to the school to offer free software and certification training.

Early Career Skinner Award

An "Early-Career Researcher" is someone who has received a doctoral degree (or its equivalent outside of the U.S.A.) within the previous six years. Work published (or formally accepted for publication) or presented at a conference within the six-year eligibility period is considered in the evaluation process if properly documented. The judges evaluate the impact of the body of work in terms of its ability to broaden, extend, and alter the way that POM is conceptualized, practiced, and viewed.



Bradley Staats

The winner is Bradley Staats, who received his PhD from Harvard Business School in 2009 and is currently on the faculty at the Kenan-Flagler Business School, University of North Carolina-Chapel Hill. His research examines the operational consequences of work fragmentation in knowledge-intensive service industries, including technology and healthcare. The unit of analysis of his investigations spans organizational, team, and individual levels, and is informed by unique industry research partnerships. His work has been widely disseminated in both premier research journals (e.g., *POM*, *Mgt Science*, *Mfg & Service Op's Mgt*, *Journal of Op's Mgt*, *Academy of Mgt Journal*, *Administrative Science*

(Continued on page 3)

PAUL KLEINDORFER AWARD IN SUSTAINABILITY, EMERGING ECONOMIES DOCT STUDENT AWARDS

Paul Kleindorfer Award in Sustainability

The Production and Operations Management Society (POMS) approved the Paul Kleindorfer Award in Sustainability in its meeting held on November 18, 2011 in Boston. The award was instituted to recognize young scholars who have already distinguished themselves through the breadth and innovativeness of their scholarly work on questions related to sustainable operations and the social and environmental impact of business.

Paul Kleindorfer's contributions to research on Sustainability have been enormous. These include work defining the frontiers of sustainable operations, research on supply chain risk management and natural catastrophes, on climate change and the carbon economy, on collaborative innovation for green technologies and on the design of systems for managing environmental, health and safety impacts of business. POMS and its flagship journal POM have a special interest in these important areas, with the POMS College of Sustainability playing a leadership role in promoting research on sustainable operations. Paul is not only a true renaissance scholar in management but also a person with an unusual interest and generosity in supporting and encouraging younger scholars.

Award Criteria

This award is for individuals fewer than 10 year post-PhD, for work on sustainable operations. The nominator/nominee should put forward the specific portfolio of work that they think is worthy of the award (e.g. a series of papers showing sustained work and substantial contribution to closed-loop supply chain research). Preference should be given to members of the OM community and people who also publish in POM. It is advisable to cast a wide net including the communities of INFORMS, DSI and other societies where sustainability has become a major theme. The focus should be on innovation, breadth and potential impact of the body of work in promoting advances in sustainable operations. Although the main focus is on the candidate's scholarly output, evidence of other contributions to the profession (editorial work, contributions to conferences and professional societies, etc.) will also be taken into account.



Atalay Atasu



Michael Toffel

Atalay Atasu (Georgia Tech), and Michael Toffel (Harvard Business School). Atasu and Toffel have both assembled an impressive

portfolio of research related to sustainable operations, displaying significant innovation, breadth of work, and potential impact. The scholarly body of work is the dominant criterion for the award. In addition, Atasu has extensively contributed to the Production and Operations Management society, to its journal, the College of Sustainable Operations, and the POMS conferences. Toffel has contributed to the profession through various other societies and journals, including through publishing in and holding editorial positions at INFORMS journals and the Academy of Management, publishing a number of teaching cases, and organizing several conferences.

Emerging Economies Doctoral Student Awards

The Production and Operations Management Society (POMS) created the **Emerging Economies Doctoral Student Award** to encourage the development of future scholars in emerging economies and to begin to build connections between these future scholars and POMS. To be eligible, an applicant has to be enrolled in a Ph.D. program in operations management or related disciplines offered by a university in a country belonging to one the following three regions – African, Asia-Pacific, and Latin America and Caribbean. For 2013, POMS appointed a committee chaired by Johnny Rungtusanatham (Ohio State University), and including Yih-Long Chang (Georgia Institute of Technology), Haresh Gurnani (University of Miami), Vernon Hsu (Chinese University of Hong Kong), Ann Maruchek (University of North Carolina), and Srinivas Talluri (Michigan State University). The committee evaluated 14 strong applications and is pleased to recognize the following five individuals as the **2013 Emerging Economies Doctoral Student Award** recipients.



Mostafa Abdelrahman Moussa is currently a Lecturer Assistant and Researcher for several engineering schools in Egypt where he teaches courses on operations management, project management, facility planning, time and motion study, and quality management. He received a Bachelor of Science degree and a Master's degree from the Design and Production Engineering Department, Faculty of Engineering, Ain Shams University, Cairo, Egypt, and is currently pursuing his Ph.D. in industrial engineering from the same institution. For his Master's degree, he considered the industrial problem of multi-objective optimization of supply chain network design. He has published a paper in this area to introduce an advanced genetic algorithm for solving this problem. His research interests continues to focus on applying different meta-heuristic techniques to solve different industrial problems such as scheduling, supply chain management, assembly line balancing and facility layout. He has also worked on several projects to apply lean manufacturing concepts for a number of reputed organizations in Egypt. He is currently participating in efforts to establish an industrial engineering society in Egypt in order to raise awareness about industrial engineering and to act as a liaison between industry and research in Egypt.



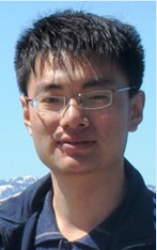
Prashant Chintapalli is a Ph.D. (FPM) student in the Department of Production and Operations Management, Indian Institute of Management, Bangalore (IIMB). He received a Master of Science (Hons.) in Mathematics and a Bachelor of Engineering (Hons.) in Computer Science, both from the Birla Institute of Technology and Science (BITS), Pilani (Rajasthan) India, in 2004. He stood first among the class of 2004 of the Department of Mathematics, BITS, Pilani. He was the recipient of first prize in a paper

(Continued on page 15)

EMERGING ECONOMIES, CONTINUED

(Continued from page 14)

presentation contest (Mathematics stream) at the all India Science festival (APOGEE 2002) organized by BITS, Pilani. The Government of Andhra Pradesh conferred on him Pratibha'99, the award for academic excellence in high school and undergraduate studies. He has worked with Oracle Inc. in the capacity of Senior Applications Engineer for a term of 5 years and pursued the executive programme in international business at the Indian Institute of Management, Calcutta (IIMC), in 2008. In 2010, he received the EADS-SMI scholarship awarded by the EADS-SMI center of Production and Operations Management department at IIMB. His current research interests include revenue management, pricing, and inventory management.



Tianxiao Gong, Ph.D. candidate of the Guanghua School of Management, Peking University in China, received a Bachelor degree in industrial engineering from Shandong University. During his bachelor study, he worked part-time job as an industrial engineer for Bluesword Logistics Co., a 4PL logistics technology company in China. His Ph.D. research focuses on OM issues in innovating firms in the presence of strategic consumers. His research has been presented at the 2012

INFORMS International Conference and will be presented at the 2013 POMS Annual Conference. Gong has also published in Chinese journals. In addition, Gong has participated in research programs and industry-academic cooperation programs like the distribution networks planning and design for agricultural products in Beijing, the modern logistics park planning and design in the Xinjiang and Chongqing provinces. He currently serves as an academic assistant in the Department of Management Science and Information System at Peking University. As a student volunteer, he helped organized the sixth international annual conference of the Chinese scholars association for management science and engineering and the national doctoral forum in management science and engineering. Gong will be visiting the Graduate School of Business at Columbia University between 2013 and 2014.



Vinay Kumar Kalakbandi, a Ph.D. candidate from the Productions and Operations Management (POM) area of the Indian Institute of Management Bangalore, holds a Master's degree in industrial engineering and operations research (IE&OR) from the Indian Institute of Technology, Bombay. His master's thesis dealt with assembly line optimization in a network equipment manufacturing company. His research interests include behavioral operations management, supply chain management, assembly line design and ad-response analytics. For his Ph.D. dissertation, he is conducting research on supply chain contracting from a behavioral decision-making perspective. He intends to examine factors affecting supply chain contract choice and the impact of contractual flexibility on supply chain performance. He has also worked on various freelance projects with Pricewaterhouse Coopers' Government Reforms and Infrastructure Practice, IBM's Integrated Supply Chain Management Practice, and

AdoRoi Marketing Science. He is an avid traveler, an amateur photographer, and a nature enthusiast.



Giuliano Marodin is a Ph.D. candidate in the Industrial Engineer Graduate Program at the Federal University of Rio Grande do Sul in Brazil. He is currently a lecturer for several Master degree's programs in Brazil and a project manager for the Lean Institute Brasil, a partner organization of the Lean Enterprise Institute and a member of the Lean Global Network. He received his Master's degree in industrial engineering and a BBA degree from the same institution, where he also

worked as an assistant professor for the Business School Department (2007-2009). In 2003, Marodin completed a one-year bachelor exchange program at the École Supérieure des Affaires at the Université Pierre Mendès, France. More recently, with funding from the Coordination for the Improvement of Higher Level Personnel (CAPES), a national governmental institution, he was a visiting scholar at the Fisher College of Business, The Ohio State University. His research has appeared in proceedings of POMS and INFORMS, and a paper from his Master's thesis has been published in the International Journal of Production Research. Since 2002, he has worked as a consultant to implement lean production systems in firms in diverse industries.

(Continued from page 11)

Call for Chapter Proposals: Handbook of Behavioral Operations Management



The present Call for Proposals refers specifically to the "learning exercise" chapters. Interested authors that have a successful Operations Management activity in hand, and one that they can clearly associated with a specific Operations Management context (eg. revenue management, quality management, etc.), and which clearly demonstrates the complex interplay between Operations Management policies/structures and human behavior, are encouraged to provide proposals by **August 1, 2013**. The form at the link below should be completed and sent to Dr. Elliot Bendoly (Emory University, Goizueta Business School; Bendoly@emory.edu). Note that proposals that include a co-author in a discipline such as OB/HR, Psychology, Sociology, etc. are ideal. However in lieu of such, authors are asked to provide the name of such a scholar to serve as an advisory editor on the chapter.

Full Details of Call at: <https://docs.google.com/file/d/0B9egvYFzfvzWIF1b0IYMWRBbms/edit?usp=sharing>

POMS COLLEGE NEWS AND AWARDS



College of Service Operations

Submitted by Mark M. Davis

The POMS College of Service Operations (CSO) held its annual business meeting on Saturday afternoon, May 4, 2013 at the Marriott Hotel in Denver, CO. Mark Davis, the outgoing President of CSO, who is at Bentley University, introduced Joy Field of Boston College as the incoming President of CSO. Joy also introduced Ravi Behara of Florida Atlantic University and Gang Li of Bentley University as the two new Vice Presidents of CSO.

The highlight of the meeting was the 2013 POMS College of Service Operations Most Influential Paper Award that was given to Corey Angst and Sarv Devaraj of Notre Dame, Carrie Queenan of the University of South Carolina, and Brad Greenwood of the University of Maryland. Their paper "Performance Effects Related to the Sequence of Integration of Healthcare Technologies," was published in POMS, Volume 20, Number 3, May-June 2011, pp.319-333.



Joy also announced that this year's CSO Conference will held August 4-6 at Harrah's in Las Vegas as a part of joint

meeting with the Art & Science of Service and the Service Operations Management Forum of EurOMA. For additional information about this conference, please visit the conference's website: <http://atcweb.bentley.edu/conferences/service2013/>

College of Behavior in Operations Management



Submitted by Julie Niederhoff

The College presented three awards to recognize academic researchers in the field of Behavioral Operations.

The Best Presentation at the Annual Behavioral Conference Award is based on a vote of all attendees. The winner of summer 2012 was Lisa Scheele from the University of Cologne for her presentation "Designing Incentive Schemes for Truthful Forecast Information Sharing."



Lisa Scheele

The second set of awards is a best reviewer award for the Behavioral Ops College at the POM journal. This year's winners, as announced during the College meeting in Denver, were Mirko Kremer of Pennsylvania State University and Anton Ovchinnikov of University of Virginia.

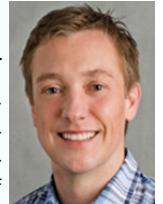
The Behavioral Operations Management track at POM 2013 had 17 sessions, featuring 65 presentations with topics related to procurement, contracting, forecasting, ethics, teamwork,

system dynamics, decision making and operations in various contexts. Speakers in the track came from all around the globe: Brazil, Canada, Chile, Germany, Italy, Mexico, Netherlands, Norway, Spain, Sweden, Taiwan, UK, US and Venezuela.



Anton Ovchinnikov

The College met at POMS and elected new board members: Mirko Kremer (Penn State), Wedad Elmaghraby (U. Maryland), Julie Niederhoff (Syracuse University), and Michael



Mirko Kremer

Becker-Perth (University of Cologne).

Upcoming events:

The College will be sponsoring the "Best Presentation" award at the 8th annual Behavioral Operations Conference held at the University of Michigan June 27-29, 2013.



College of Supply Chain Management

Submitted by Nichole DeHoratius

The College of Supply Chain Management held its Mini-Conference in Denver this year and explored a number of important themes. Ravi Anupindi, Ananth Iyer, and Jay Swaminathan described their ongoing work improving healthcare supply chains in developing countries. Each speaker emphasized the many opportunities researchers have to make a significant impact in the field but also the many challenges to initiating and funding such work. Jan Fransoo shared his research on supply chain finance and highlighted the need to educate financial managers on the operational impact of their decisions. Chris Tang presented a series of cases on supply chain risk management to demonstrate how firms responded to recent disruptions. Tang's new book on risk management with coauthor ManMohan Sodhi, *Managing Supply Chain Risk*, provides a comprehensive account of the frameworks highlighted. Ron Schur, VP of Whitewave Foods, shared his own experience managing the risks that emerge in food supply chains. Traceability, organic certification, and vendor selection were concepts Ron highlighted as critical to maintaining his firm's brand image. Conference participants also learned about two new supply chain master's programs run by Ravi Anupindi at the Ross School of Business and George Shanthikumar and Annabelle Feng at Krannert School of Management. These programs emphasize the global nature of supply chains, incorporate many of the conference themes – healthcare, supply chain finance, and risk management – and have a strong practical focus as students work closely with industry. A factory tour of a Coors brewery in Golden Colorado concluded the mini-conference. Thank you to all the presenters and participants for making the College of Supply Chain Management's 5th Mini-Conference so special. We are especially grateful to Vinayak Deshpande, Vishal Gaur, and Brent Moritz for their efforts in planning and organizing this event.

In addition to the mini-conference, the College of Supply Chain

(Continued on page 17)

POMS COLLEGE NEWS AND AWARDS (CONT.)

(Continued from page 16)

Management also hosted its annual student paper competition. Five students were selected among those who entered the competition to present their papers to a committee of judges at POMS and we were pleased to announce the winners of the 2013 Student Paper Competition at the business meeting of the college.

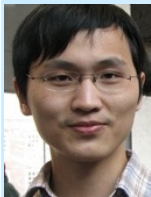


Nitish Jain

Nitish Jain, INSEAD, won first prize for "Managing Global Sourcing: Inventory Performance" (Advisor: Serguei Netessine).

Wei Luo

Second prize went to Wei Luo, Duke University, for "Integrating Inventory Replenishment and Cash Payment Decisions in Supply Chains" (Advisor: Kevin Shang).

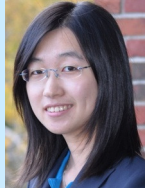


Tinglong Dai

Honorable mention recognition went to Tinglong Dai of Carnegie Mellon University, Soroush Saghafian of Arizona State University, and Yan Yin of University of Michigan.



Soroush Saghafian



Yan Yin

We thank all the students who participated in this competition and the many volunteers who devoted substantial time to evaluate the submitted papers. Michael Fry, chair of the competition, deserves special recognition for leading

this process so flawlessly.

We look forward to seeing all of you at POMS 2014. Please check the college webpage for upcoming events and general news (www.poms.org/colleges/cscm/).

College of Humanitarian Operations & Crisis Mgt.



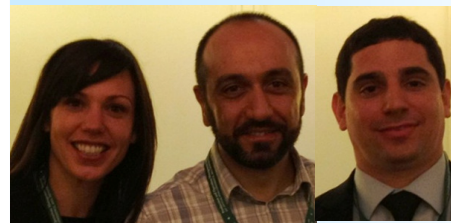
Submitted by Jarrod Goentzel

The College of Humanitarian Operations and Crisis Management (HOCM) began its activities in Denver by holding its Second Mini-Conference the day before the POMS Annual Meeting. Nearly 60 attendees enjoyed three plenary talks by practitioners who have played active roles in disaster and crisis response. Eric Jones, American Red Cross (ARC) Regional Disaster Services Director presented the operational structure of the ARC and discussed its response to Hurricane Sandy in 2012. Catherine Nelson shared how she has been able to play an active role in disaster response while working in the private sector, first with Cisco Systems and now with Intel. She highlighted several information technology (IT) innovations that were deployed following Hurricane Katrina in 2005, the Haiti Earthquake in 2010, and the Japan Earthquake/Tsunami in 2011. Jock Menzies, President of American Logistics Aid Network (ALAN), described how ALAN, a non-

profit formed by supply chain professionals and service providers, helps to match useful resources with emergency needs, especially through public-private partnerships. The mini-conference concluded with an academic panel – Jarrod Goentzel (MIT), Paulo Goncalves (University of Lugano) and Chris Tang (UCLA, and President of POMS) – whose short presentations stimulated an active plenary discussion on rigorous research that is relevant to saving lives.

In addition to appointing new officers and reporting on the upcoming special issue of POMS among other business, the participants at the Business Meeting all thanked outgoing College President Aruna Apte for three years of outstanding service. Prof. Apte led HOCM through its formative years and positioned it to play an important role supporting humanitarian efforts.

The HOCM activities at the Denver conference concluded on Monday morning when the four finalists for the Best Paper Competition presented their papers. The HOCM Best Paper Competition winner was "Locating Points of Distribution in Large Urban Disasters" by Miguel Jaller and Jose Holguin-Veras from Rensselaer Polytechnic Institute. Two papers tied for the second place: "The Post-Disaster Debris Clearance Problem with Incomplete Information" by Melih Celik, Ozlem Ergun and Pinar Keskinocak; and "Tactical network planning for food aid distribution in Kenya" by Marie-Eve Rancourt, Jean-Francois Cordeau, Gilbert Laporte and Ben Watkins. Thanks to the 12 judges for the efforts and congratulations to the winner and runner-ups!



The HOCM VP of Awards Nezhil Altay (center) congratulating the Best Paper Award winner to Miguel Jaller (right) and one of the second place winners Marie-Eve Rancourt (left). Photo by Dr. Julie Paquette.

College of Healthcare Operations Management



Submitted by Vikram Tiwari

The College of Healthcare Operations Management (CHOM) organized a mini-conference on May 2nd, 2013. The mini-conference, titled "Synapse: Applied Healthcare Operations Management & Research Conference", connected healthcare researchers and practitioners and provided a venue to discuss and share what works, what doesn't and why, and which areas need greater attention. Participants of the conference engaged with healthcare practitioners through roundtable discussions. It gave participants a chance to learn from practitioners, and allowed time for brainstorming new research ideas and approaches to improving the effectiveness of healthcare systems.

A common theme that emerged from this half-day long interaction among academic healthcare researchers and practitioners was the need to do translational research. Conceptual insights from academic research are useful; however, there is a huge opportunity that exists for translating those insights into meaningful use. This

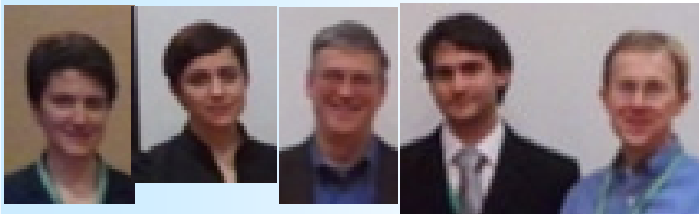
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POMS COLLEGE NEWS AND AWARDS (CONT.)

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is different from “applied research”, where the problem addressed is a real-world issue that usually has a narrow focus and is therefore less generalizable. What healthcare desperately need is translational research, which is an iterative way of doing research that is by its very nature interdisciplinary, and necessitates very close interaction between practitioners and researchers. This type of research progresses in a step-by-step manner and builds on the successful implementation of the research findings of the previous steps before determining the direction of the research in the subsequent step. This research model seemed to have wide approval from the senior academic researchers, the Panel Discussion members and the roundtable practitioner leaders that participated in the mini-conference.

The College also held a best paper award competition. From over 25 papers, 3 best papers were invited to present in a special award session during the main conference. One best paper and two second place awards were presented. Please see adjacent picture with details of the winners.



From Left to Right: Leila Zia, Margrét Bjarnadóttir, Mark Van Oyen, Jivan Deglise-Hawkinson, Robert Batt.

Best Paper: Doctors Under Load: An Empirical Study of State-Dependent Service Times in Emergency Care; Robert Batt, Christian Terwiesch

Second Place: Optimal Intervention Programs in Health Care Systems; Margrét Bjarnadóttir, Leila Zia

Second Place: Stochastic Modeling and Optimization in a Decision Support System for Phase 1 Clinical Trials Performance Sites; Jivan Deglise-Hawkinson, Mark Van Oyen, Blake Roessler

College of Sustainable Operations

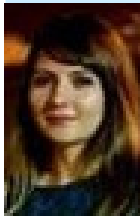


Submitted by Jie Zhang

This year's agenda included industry speakers Bridget Johnson, CEO of Green Girl Recycling, Nate Turner, Supply Chain Director of New Belgium Brewing, and John Stier, a Brewery Sustainability Consultant. In the morning session, Dan Guide presented research about consumer willingness to adopt re-manufactured goods, followed by a session on teaching sustainability from Dwight Collins (Presidio Graduate School), Rob Klasen (Ivey School), and Mellie Pullman (Portland State University).

Aleda Roth (Clemson University) kicked off the afternoon session with a talk about broken food supply chains. Susan Golicic (Colorado State University) presented research on the global wine industry and sustainability. Zhaohui Wu (Oregon State University) presented work on the impact of sustainability on decision-making in an agricultural cooperative. The day ended with Fat Tire beer from New Belgium Brewing – a fitting close for a great mini-conference organized by Mellie Pullman (Portland State University) – many thanks, Mellie!

Mellie Pullman



Işıl Alev

The College of Sustainable Operations is happy to announce that the winner of 2013 Ph.D. Dissertation Proposal Competition Award is Işıl Alev (Georgia Tech Milton School of Industrial and Systems Engineering, advisors: Atalay Atasü, Ozlem Ergun and Beril Toktay). Işıl's dissertation is titled “Operational Perspectives on Extended Producer Responsibility for Durable and Consumable Goods”. The 2013 POMS College of Sustainable Operations Doctoral Proposal Competition Award Committee also selected “Sustainable Procurement Policy under Uncertainty”, by Karca Aral (INSEAD, advisor: Luk Van Wassenhove) as the runner up. Congratulations Işıl and Karca!



Karca Aral

College of Product Innovation and Technology Mgt.



Submitted by Svenja Sommer

The POMS College of Product Innovation and Technology Management (PITM) held its annual business meeting on Saturday afternoon, May 4, 2013 at the Marriott Hotel in Denver, CO. During the business meeting the President of the PITM college, Stelios Kavadias, announced the next PITM mini-conference, scheduled for Saturday October 5, 2013, immediately preceding the 2013 INFORMS Annual Meeting in Minneapolis (details forthcoming). The second important upcoming event was announced by the VP for Honors and Awards of PITM, Sebastian Fixson, who invited submissions for the 2013 PITM Student Paper competition. The deadline for complete entries is July 1st, and the winner will be announced at the PITM mini-conference. For details about the application process and the eligibility conditions, please visit the college's website at:

http://www.poms.org/2013/05/2013_pitm_student_paper_competition.html#more.

EMERGING SCHOLARS PROGRAM AND DOCTORAL CONSORTIUM



Emerging Scholars Program (see picture above)

It is hard to believe that the POMS Emerging Scholars program has become an annual POMS event. This year marked the tenth edition of the program, which has been aimed at helping junior faculty steer their careers in a positive direction. Over the years, close to 200 junior faculty have participated in the program which began in 2004 at the Cancun MX POMS International Conference. This year, nineteen junior faculty participated in the half-day program. Junior faculty included:

Agrawal	Anupam	U of Illinois at UC
Alan	Yasin	Vanderbilt U
Bansal	Saurabh	Penn State U
Cagle	Carol	Mercer U
Clotley	Toyin	Iowa State U
Esenduran	Gökçe	Ohio State U
Helm	Jonathan	Indiana U
Kakkad	Amit	U of San Diego
Li	Tao	Santa Clara U
Lin	Yen-Ting	U of San Diego
Scholten	Kirstin	U of Groningen
Secchi	Enrico	U of Victoria
Shockley	Jeff	College of Charleston
Tansitpong	Praowpan	State U of NY at New Paltz
Veldman	Jasper	U of Twente
Xiao	Wenli	U of San Diego
Yan	Tingting	Wayne State U
Yenipazarli	Arda	Georgia Southern U
Zhang	Jie J.	U of Vermont

Senior Discussion Leaders included Jack Kanet, Mike Gorman, and Chuck Wells of U of Dayton, Peter Letmathe, RWTH U Aachen, and Martin Stößlein Technical U of Munich.

The morning session produced a lively discussion on a range of topics relevant to maintaining a path to tenure. An evening reception provided "graduates" of the last ten years time to compare notes on career progress. Thanks to the U of Dayton School of Business for sponsoring both these events.

Doctoral Consortium

About 70 young, soon-to-be doctors participated in the 2013 POMS Doctoral Consortium, more than in any previous edition. The goal is to help doctoral students maximize their chances of having a successful academic career in a globally competitive environment. Indeed, applicants came from the four corners of the world, eager to learn from the panel: (left to right) John Birge (U of Chicago), Ann Maruchek (U of North Carolina at Chapel Hill), Kyle



Cattani (Indiana U), Ananth Iyer (Purdue U) and Michael Pinedo (New York U). This panel, with many years of combined experience, discussed issues related to the job market, to academic career strategies, industry collaboration, and research grants and publishing. Neil Geismar (Texas A&M) joined for the panel discussion and Guillaume Roels (UCLA) joined for the break-out sessions. During the latter, the participants gathered in small groups and presented—in a very short time—their doctoral research. Yes, they did 'the elevator pitch', to benefit from feedback before doing a real one.



Participating in the Consortium is a unique event. The advice is well taken as around graduation, life is often quite uncertain. The super-panel has certainly reduced some of the unknown. Special thanks to Texas A&M for sponsoring the Doctoral Consortium.

Chaired by Laurens Debo, U. of Chicago

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