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POMS CHRONICLE

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IN THIS ISSUE

Upcoming Conferences

Eighteenth Annual Conference of POMS

May 4—7, 2007

Dallas, Texas USA

See page 17, or find additional information at

www.poms.org

Hau Lee

POMS President

Graduate School of Business

Stanford University

Industry Interactions and Impact

I read business magazines on a regular basis, and a recent issue of *Business Week* (November 27, 2006) triggered some thoughts that I think are important for our POM community. I titled my message with the three *I*'s that capture my thoughts: the need to pursue research that requires strong *i*nteractions with *i*ndustry, and produces results that could have *i*mpacts to business.

The November 27, 2006 issue of *Business Week* has articles on the following three subjects: 1) Sony's Playstation 3 was coming out, after a long delay in product introduction but but in the face of an incredibly spiky demand; 2) companies that used Chinese suppliers had to worry about the suppliers violating labor laws to keep their costs down; and 3) Kodak has to create a new culture and business model for product and service innovation.

These are stories that we in the POM community should have great interest in. These are sources of our research agenda, and these are issues that we in the POM community should have something smart to say about. This issue is actually not unique. There are many topics in the business press that are highly relevant and linked to POM.

When there were major shifts in the economy, the business press often asks economists for their opinions and viewpoints. When we have major legislative changes, our legal experts are consulted for opinions and perspectives. When we have major disruptions in the supply chain or the global operations network, or when trends are developing because of major shifts such as China entering WTO, I hope that the business press will immediately come to the POM community for expert opinions. Today, this occurs occasionally. When the press comes to us on a regular basis and as a general rule, then I think that the POM community will have firmly established itself as a profession that the public respects and looks up to as the source of intelligence in operations. This of course is not the only way to measure the success of POM as a profession, but it is a useful aspiration for us to have.

I hope that we become the experts on operations issues not because we jockeyed ourselves into the position of the territorial guardian of operations management, but because our research provides us with deeper insights and lessons that the practitioners want to learn from.

To get us to a point in which POM stays relevant, provides impact to industry, and is respected by the general public as a powerhouse profession, we must undertake two paths. First, we should initiate, en-

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FROM THE EDITOR

Glen Schmidt
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Don't practice what you preach…

Many of us use the book *The Goal* in our classrooms. A premise of *The Goal* is, of course, that the goal is to make money. We are very fortunate that many of the most highly respected professionals among us don't strictly adhere to this adage!

As you will note in one of the articles in this issue, we are in the midst of another election cycle for POMS. Our society and our profession would not be where they are today without the time and dedication that our leadership generously contribute. We are most fortunate as POMS members to have many of the most respected and competent professionals among us take on these leadership roles. They do so not only willingly, but tirelessly and with great enthusiasm; and with the best interests of us as members in mind.

When you consider that the POMS society was founded as recently as 1989, that the first meeting was held in 1990, and the first issue of the POM Journal was published in 1992, POMS has made tremendous strides. Consider for example the growing status of the *POM* Journal, which was recently recognized as one of 14 flagship research journals within business (see the previous issue of this Chronicle). This achievement along with many others have been realized only due to the tireless efforts of current and past POMS leaders and members. We are indebted to them all.

On a much broader note, it is interesting to see how some members within our profession are turning their attention to using tools of our profession to tackle some of society's age-old problems, and to address some more recent problems that now seemingly threaten the planet. What I am referring to here are the issues of humanitarianism and sustainability, respectively. At the upcoming POMS meeting in Dallas (also highlighted in this issue), some of the session topics are Humanitarian Logistics (organized by Luk Van Wassenhove), Disaster Management (organized by Sushil Gupta and Martin Starr), and Sustainable Operations and Closed-Loop Supply Chains (organized by Mark Ferguson and Daniel Guide). Certainly, in a general sense, all of our pursuits, such as improving supply chains and better resource management are intended to advance society, but it is also exciting to see some of the talents and tools within our profession applied to these direct initiatives.

The issues mentioned above allude to and highlight the interconnectedness of firms, peoples, and countries across our continents. President Hau Lee, in his message to our Society in the last issue of the POMS Chronicle, highlighted the international flavor of POMS and as a continuation of that emphasis, in this issue we are highlight the international initiatives of several business schools on multiple continents. If your school has a program that you would like to showcase, please send us a submission and we will do our best to include it in a future issue!

(Continued from page 1)

courage and motivate, within our profession, new research areas based on current industry realities and opportunities. Second, we should rigorously promote the research paradigm that is based on an interactive approach with industry.

I am pleased to say that POMS as a society has been aggressively pursuing the first path. With our existing and new colleges in closed-loop supply chains, product innovation and technology management, supply chain management, and service operations, we are helping the community to rally around new and emerging research and teaching areas.

On the second path, we have to critically review our research approach. Our traditional research path often started with an idea that was generated either from industry or from one academic source, and then we zealously sheltered ourselves from industry practice, and our "in-group" would then continue with deeper and deeper research around that single idea. Such a path may lead us to more complexity, higher level of abstraction, and deeper mathematical rigor; but the research outputs could be further and further away from reality, relevance and practical interest. The key is that we need constant review, interaction, and revitalization by our industry partners, so that the relevance of the research can be checked, the applicability of the outputs affirmed, and new perspectives and opportunities infused. The path is therefore an interactive one.

To foster this second path requires a fundamental shift in our core value and reward system in academic research. I cannot underestimate the enormous resistance by those who grew up with and are comfortable with the existing research paradigm. But this is what we must do to avoid POM being irrelevant, and to make POM become dominant and recognized. It is interesting to note that, in that very same issue of *Business Week* that I was referring to, Professor Richard Schmalensee, Dean of MIT's Sloan School of Management, wrote that critics to business schools had pointed out that "faculty … are interested in impressing their academic colleagues than in confronting real-world business problems," and he advocated that "business schools' research agendas must become primarily driven by real-life management problems." I agree with him wholeheartedly, and this approach must be the basis of the future of POM.

MIT-ZARAGOZA INTERNATIONAL LOGISTICS PROGRAM

Editor's Note:

In this issue we continue our look at some innovative educational programs designed to better prepare students for the international workplace they will encounter. The following submission is courtesy of Jarrod Goentzel, Executive Director of the MIT-Zaragoza Program.

MIT-Zaragoza

Take a stroll through any university campus and you will find a variety of laboratories where knowledge is developed and tested. What if you could effectively place the university in the midst of a large-scale laboratory? That is exactly what is happening in logistics and supply chain management with a bold initiative in Zaragoza, Spain. MIT is helping government, university, and industry partners develop a world-class education and research center in the heart of a modern logistics park.

A Massive Logistics Park

The government of Aragón, an Autonomous Region in northern Spain, is linking research and education with its ambitious logistics infrastructure plans. Zaragoza, the capital of Aragón and host city for the 2008 World Expo, has been at the crossroads of commerce since it was founded by Caesar Augustus. Today, it is at the center of Southwestern Europe's most prosperous region – within 300 km (185 miles) of Madrid, Barcelona, Valencia, Bilbao, and Toulouse – which generates most of Spain's GDP and includes over 20 million consumers.

Given this location, the government and industry are working together to build the largest logistics park in Europe. PLAZA (Plataforma Logística de Zaragoza) is a 13-million square-meter (3,200 acre) complex of distribution, intermodal transportation, customs, commercial and recreational services. The boundaries are defined by a major freeway exchange, the high-speed railway connecting to Madrid and Barcelona, and a 24/7 airport that can accommodate the world's largest cargo planes. Leading supply chain companies have already established operations in PLAZA, including Zara (Inditex), Imaginarium, DHL, and Gazeley, a subsidiary of Wal-Mart.

The University inside the Laboratory

In 2003, the Aragón government founded the **Zaragoza Logistics Center (ZLC)**, a research institute associated with the University of Zaragoza. But instead of creating a laboratory in the university, they decided to put the ZLC in the middle of the large-scale laboratory of PLAZA. The ZLC has used remodeled space in a business district of the city while designing the new permanent facility. Construction will commence soon on the new building, which includes state-of-the-art classrooms for global learning and ample space for innovative research environments with industry partners.

From the beginning, the government partnered with the MIT Center for Transportation and Logistics (CTL) to help establish the ZLC and make it a world-class institute, forming the **MIT-Zaragoza International Logistics Program.** The MIT-Zaragoza program builds upon a strong foundation of people and programs at MIT while increasing the international context and collaboration for its supply chain education and research.

To build capacity for research and industry collaboration, the ZLC hired permanent faculty members who are also appointed as Research Affiliates at MIT. The current full-time faculty is truly international – coming from Argentina, Germany, India, Spain, Turkey, and the US – with experience in leading academic institutions. With a number of upcoming projects, the ZLC continues to add adjunct faculty and research staff.

The Zaragoza center has also hosted visiting faculty from the following universities and schools to collaborate on research and offer lectures to graduate students: MIT, Harvard, Dartmouth, Syracuse, London Business School, Instituto de Empresa (Madrid), Lund (Sweden), Mannheim (Germany), Cologne (Germany), and INCAE (Costa Rica).

MLOG Master of Engineering in Logistics

Graduate and Executive Education

The MIT-Zaragoza program offers graduate studies and open enrollment executive education courses in English. The initial graduate program, launched in 2004, is a nine-month **Master of Engineering in logistics and supply chain management (ZLOG)**. ZLOG builds upon the top-ranked logistics and supply chain management curriculum at MIT and shares some coursework with MLOG, its sister program at MIT.

ZLOG students must complete core and elective coursework, a master's thesis, and participate in the International Exchange where they study together with MLOG students for four weeks in

Come experience the Zaragoza initiative in person!

Crossroads 2007: Supply Chain Innovation Summit.
Zaragoza, Spain, March 21-22, 2007.
http://www.zlc.edu.es/summit07

Join us as global business & thought leaders discuss emerging supply chain innovations and how to translate them into competitive advantage. Speakers include:

Susan Hockfield, President, MIT
LaVerne H. Council, CIO, Johnson & Johnson
Robert A. Willett, CIO, Best Buy, and CEO, Best Buy International
Robert W. Moffat, Senior VP, Integrated Supply Chain, IBM
Diego del Alcázar, President, Instituto de Empresa
Presidents of the Cotec Foundations of Spain, Portugal, and Italy

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the U.S. and Spain. The exchange module focuses on teamwork and organizational transformation in an international context, with seminars from numerous supply chain executives to provide a practical perspective on leadership. At the same time, MLOG-ZLOG teams compete against each other in four-week supply chain simulation game where they must manage an international supply chain in a virtual marketplace. The program's combination of international experience and supply chain expertise has provided ZLOG graduates with good positions in a variety of sectors and locations around the world.

The MIT-Zaragoza **PhD in logistics and supply chain management** was launched the following year. First year PhD students complete foundational coursework in Zaragoza before continuing with advanced courses and dissertation work, spend up to a semester or more at MIT. Both ZLOG and PhD graduates receive a degree from the University of Zaragoza and a certificate from MIT.

In addition to the MIT-Zaragoza programs, the ZLC offers a **Master's Degree in Logistics (MDL)** for professionals who want to study part-time while working. The courses are taught in Spanish, providing value to local industry and PLAZA companies. Students complete a series of five modules followed by a final master's project.

In 2006, the ZLC and CTL partnered with the Instituto de Empresa (IE) Business School in Madrid to launch a dual master's degree program resulting in an International MBA and either the MLOG or ZLOG in 19 months. The admissions processes and degree requirements of each program apply. The first dual-degree students have already completed the ten months at IE and are in the middle of the nine month course of study at CTL and at ZLC. MIT-Zaragoza and IE Business School collaboration will also include PhD classes and executive courses.

In addition to graduate degrees, open-enrollment short courses are designed for senior managers. While to date these courses have been in the US and Spain, additional courses and customized programs will serve executives around the world, with a special focus on Latin America and Eastern Europe.

Research Partnerships and Projects

Research initiatives leverage the combined resources of MIT and the ZLC to develop supply chain concepts and technologies. Fitting with the mission of the center, faculty and students work together with companies to identify and rigorously address relevant and challenging issues. Examples include:

Intelligent Supply Chain Labs is part of a new strategic partnership with DHL and Deutsche Post World Net (DPWN), with funding support from Aragón and the EU. DHL has based members of its innovation team at the ZLC to work alongside MIT-Zaragoza researchers. Research efforts also engage the newly formed DHL Innovation Center in Germany. In several projects researchers work with shippers and carriers to discover and develop innovative solutions for international supply chains.

The **Log-ID Lab** is sponsored by EDS, Sun Microsystems, and Intermec to create Auto-ID applications for logistics. Additional projects have been sponsored by the Spain Ministry of Education & Science and by the pharmaceutical sector.

Supply Chain 2020 is a multiyear research effort to identify and analyze the factors critical to the success of future supply chains. Over 50 supply chain executives have joined the advisory councils that meet regularly in Europe and the U.S.

Through the **Education Partners** program, companies design a master's thesis project and work with students and a faculty advisor to obtain results in six months. Companies quickly gain insights for their initiatives while providing the context and exploratory results for extended research.

Faculty also have active projects in areas such as Order Promising, Auto-ID Technology, In-Transit Visibility, Reverse Logistics and Closed-Loop Supply Chains, Postponement and Mass Customization, Strategic Network Design, Contracts and Incentives, Logistics Parks, and Humanitarian Supply Chains such as emergency relief and vaccine distribution.

The ZLC has been designated by the Ministry of Education and Science in Spain to lead the **National Center of Excellence** for research in the area of logistics and supply chain management (CNC-Logistica). This recognition puts ZLC in the leading role to define and coordinate the research, development and innovation initiatives across Spain.

Outreach Events

Executives convene with faculty, students, industry and public sector partners at events ranging from intimate symposia focused on research, to major events like the Zaragoza Supply Chain Summit (see box on previous page).

Placing faculty and students in the hub of industrial activity links them directly to companies' opportunities, needs, and timeframes. This radical departure from the traditional campus may serve as a model for closer cooperation between industry and academia in conducting research and using its fruits to rapidly reap commercial benefits.

For Further Information

International Logistics Program: http://ctl.mit.edu/zaragoza

Zaragoza Logistics Center: http://www.zlc.edu.es

MIT Center for Transportation & Logistics: http://ctl.mit.edu

CHINA EUROPE INTERNATIONAL BUSINESS SCHOOL (CEIBS)

Submitted by Linda Sprague

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The China Europe International Business School (CEIBS) is the outcome of a unique Joint Venture between the European Community and the People's Republic of China. It was created as an "international business school" in November 1994 and admitted its first MBA class in 1995. Today the School graduates 160 MBAs and more than 600 Executive MBAs each year. The School's Executive Development Programs have more than 9000 participants each year.

As the first institution of higher education in China which was not wholly owned by the Chinese Government, CEIBS is considered a *Special Education Zone*. In practice this means that the School's Faculty, curricula, admission criteria, learning standards and management practices are measured against international standards. CEIBS achieved EQUIS accreditation in 2002; in 2005 the School was accepted for Eligibility for Pre-Accreditation status by AACSB International.

The School's logo – the Chinese character *He* (合) -- emphasizes an underlying theme. The character *He* rarely stands alone: it is paired with a second character to create the concepts *combine harmoniously* (合璧), *unite and make a common effort* (同心合力), *cooperation* (合作), *agree* (符合), *add up to* (折合), or *chorus* (合唱). On its own, the logo can be translated as *together*. The logo is interpreted as a symbol of the School's dual mission – to serve as an exemplar of a Chinese/European Joint Venture while providing international management expertise to its students who will be future managers in China.

Since establishing itself on its own campus, CEIBS has engaged in active recruiting of a full-time Faculty. There are now more than 40 Faculty, characterized by their widely recognized professional records, substantial international experience, and breadth of consulting and business practice. CEIBS has been consecutively ranked among the world's top 10 worldwide by the *Financial Times* in terms of the international diversity of its Faculty.

The Campus

CEIBS' physical facilities in the Pudong District of Shanghai were designed by the architectural firm of Pei, Cobb, Freed & Partners. The new campus was inaugurated in October 1999 – five years after the School's establishment.

World Cities: Shanghai (Balfour and Zheng's 2002 architectural and photographic essay on the city) describes the campus:

> "This campus, with a gross building area of 34,203 square metres, provides international-standard teaching research and residential facilities to serve the school's MBA, EMBA and Executive Development programmes. It occupies a 4-hectare site in the Jinqiao Processing Zone of the Pudong New Area of Shanghai. Acknowledging both initial funding limits and the likelihood of future growth, the campus was planned in such a way as to facilitate phased construction over time, without disruption to the ongoing life of the school…
>
> Notwithstanding the prominence given to the library, the most important principle governing this campus design is the primacy granted to open space over buildings. This principle dates back to antiquity and remains the indispensable source of civility in human environments. Thus, the extensive and varied landscape of the garden, with its enclosing arcade, is intended to affirm those values that underlie the educational mission of the China Europe International Business School: communication, teamwork, responsibility (both social and ecological) and harmony born of mutual respect in the ever more fruitful partnership between China and the West." (Balfour and Zheng, page 173)

The second phase of the Pudong campus' construction was completed in 2004, in time for CEIBS' tenth anniversary celebrations.

Management Education in China

Management education is a relatively new concept in China: it began in 1980 as part of Deng Xiaoping's *Reform and Opening Up* (改革开放 Gaige Kaifang) initiative.

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From the grant contract which established CEIBS in 1994:

"The objective of CEIBS is to further China's integration into the world economy and to enhance its commercial and industrial links with the European Union by providing management training at a high level and by facilitating the transfer of international management expertise to managers in China. CEIBS aims at becoming a manifestation of effective cooperation between China and the European Union and will endeavor to maintain itself as one of the premier business schools of Asia."

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The National Center for Science & Technology Management Development (at Dalian) was a cooperative management development program between the Chinese Government and the United States Department of Commerce, established in 1980. By 1984, the Dalian-based program was offering the country's first MBA degree through the State University of New York at Buffalo while continuing its development programs and courses for senior Chinese managers.

In 1991, China's Degree Committee of the State Council, through the Ministry of Education, began granting China's major universities the authority to grant the MBA degree with a prescribed curriculum which included a Master's thesis. Competition is increasing dramatically: Western MBA and EMBA programs are setting up shop in China and, specifically, in Shanghai. These are primarily programs physically taught in China with Faculty flying in from the home campus and the degree granted by the non-Chinese institution. MBA and EMBA programs within China's universities are expanding in numbers and the quality of their Faculty and their offerings is growing. In all, there are now more than 220 MBA/EMBA programs in China: there were none fifteen years ago.

An International Student Body and Faculty

Since moving to the new campus in 1999, the number of international Students in each MBA has been growing to approximately one-third of the full-time Student population. Approximately half of each MBA class will go out on International Student Exchange programs with more than 30 Business Schools world-side; they are replaced on campus with incoming Students from these international schools.

CEIBS' mission is to provide considerable numbers of managers for China who are internationally schooled. While the number of English speakers in China is growing, the number of more senior managers with adequate English skills was remains highly limited. The solution has been to offer the ExecMBA degree in Chinese translation. One year after the first EMBA class began in English translated into Chinese, the decision was made to also offer an English-only section in the EMBA format.

As the full-time Faculty has grown, the number of Chinese speakers has also increased, making it possible to offer a number of courses also in Chinese with no translation required.

Rankings

The School has been recognized by several of the MBA/EMBA ranking schemes. CEIBS MBA Program has been ranked among the top 100 full-time MBA Programs in the world for five consecutive years and as #1 in Asia for three consecutive years by the *Financial Times*. With its latest ranking of 21st in the world, CEIBS' MBA Program is the fastest rising School in business education. CEIBS' EMBA Program is the only EMBA program in Mainland China to be ranked among the world's Top 50 by the *Financial Times* for five consecutive years. The latest ranking has placed CEIBS' EMBA Program as 17th in the world.

"Western Management"?

The relative novelty of management education in China, coupled with the rapidly evolving nature of the Chinese economy and economic system, requires careful emphasis within curriculum and course design to ensure that issues familiar to Western MBA students are adequately introduced to Chinese students. This requires, in turn, that CEIBS' International Faculty and Students learn to reflect thoughtfully on what "Western management" might actually mean. Faculty at CEIBS are engaged in a long-term effort to *Build Management Education with Chinese Characteristics* rather than indiscriminately "transfer[ing] international management expertise to managers in China". The *harmonization* of schools of thought is more likely to advance the overall field of management – a considerable challenge to the CEIBS Faculty who are actively engaged in the development of innovative approaches to the improvement of management best practice whatever its source.

English as the Language of Instruction

Since 1995, CEIBS has been offering Master's degrees in Business Administration in two formats -- the MBA in a full-time format and the EMBA (Executive MBA) in a 4-day weekend format. An important difference between the two programs is the approach to the language of instruction.

From the outset, the CEIBS MBA program has been taught in English; therefore, applicants must demonstrate their fluency as part of the admission process. The original rationale for using English as the working language included these facts:

- A sizable world-class Faculty was available only among English speakers.
- The appropriately diverse Student population had to include non-Chinese-speaking Students.
- Up-to-date textbooks, articles and cases were broadly available only in English.
- Chinese universities were producing sizable numbers of graduate competent in the English language.
- English-speaking students and courses offered in English were prerequisites for international Student Exchanges with Business Schools throughout the world.
- English-speaking MBA graduates enjoyed a "language premium" and were sought after by China's job market.
- China was deeply involved in the process of *opening up* and integrating into the world economy, making English language skill a positive asset for graduates.

STRATHCLYDE LEADERSHIP IN BETTER BUSINESS/ COLLEGE OF SUPPLY CHAIN MGT CONFERENCE

Leadership in Better Business

Professor Umit Bititci

Director, Strathclyde Institute of Operations Management

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The University of Strathclyde in Scotland is to launch a leading institute to help businesses operate more efficiently and effectively.

The Strathclyde Institute of Operations Management - the first academic institute of its kind in the UK - will develop world class research and teaching into the latest methods of end-to-end business management, including managing supply chains, outsourcing, managing technology, and distributing goods and services.

Staff, expertise and resources will be brought together from the internationally recognised Business School and Faculty of Engineering, and will offer specialised MSc programmes, short, open courses and bespoke training for industry clients.

Professor Umit Bititci, Director of the Institute, said: "Effective Operations Management is critical to the sustainability of organisations, both in manufacturing and Scotland's ever-growing service industry.

"Over the last decade, there have been significant changes in how operations are managed in industry, commerce and the public sector - and organisations must keep up if they are to compete on the international stage.

"Strathclyde's Business School and its Faculty of Engineering have long recognised and developed innovative responses to these changes. The Institute will allow closer working across departments, including Management Science, Design, Manufacture and Engineering Management, to ensure we remain at the forefront of Operations Management research and teaching."

Three new members of staff - a Professor, Senior Lecturer and Lecturer - will be appointed. Plans are also underway for an Enterprise Management Laboratory to give students access to the latest software used in Operations Management.

Ivor Tiefenbrun, CEO of leading international music systems company, Linn Products, welcomed the new Institute. He said: "For world class performance in the manufacturing, service or public sector, integrated operations management expertise is essential. Strathclyde's new Institute is a most welcome development.

"How effectively people work together is the ultimate determinant of competitive advantage' ideas into action is central to both the Scottish and Strathclyde ethos."

Professor Andrew Hamnett, Principal of Strathclyde, added: "The new Institute will build on Strathclyde's international reputation for research and offer exciting new opportunities for students. We are committed to working with - and alongside - industry, both close to home and further afield, and we remain committed to the furtherance of excellence through useful learning."

College of Supply Chain Management Conference

M. Eric Johnson

Director, Glassmeyer/McNamee Center for Digital Strategies

Tuck School of Business

Dartmouth College

We are pleased to announce that the POMS College of Supply Chain Management will hold its second conference in Austin, TX on May 7-8, 2007 at the University of Texas. The Supply Chain Management Conference will immediately follow the annual POMS conference in Dallas. The conference will focus on "Globalization: Sourcing from and Supplying to Emerging Markets." The conference will begin on the afternoon of May 7 at Dell with a tour of the production facility, conference dinner, and keynote address from Dell executives.

Pre-registration is required and seats are limited. The early registration fee of $75 (College members) includes the conference dinner on Monday evening as well as continental breakfast and lunch on Tuesday.

The early registration period closes on February 15. Seats will be allocated on a first-come, first-served basis with preference given to Supply Chain College members (during the early registration period).

Simply fill out the attached registration form and either email it or mail/fax it to POMS office (address is on the form). Of course, registration for the supply chain conference is not a substitute for the main POMS conference. Further details of the supply chain conference schedule will be forthcoming on the POMS web-site.

http://www.poms.org/POMSColleges/SupplyChainMgmt.html

Austin can be reached from Dallas by ground (Yahoo says 195 miles, 3 hours) or by a short flight (by either Southwest at Dallas's Love Field or American from DFW). We plan to conclude the conference on May 8 in time to catch early evening flights

Conference accommodations are available at the Austin Marriott ($169). To make reservations please call 888-855-7741 and ask for the "POMS SC College" group rate or visit www.marriott.com/ausdt and use group code "posposa".

Conference Committee: Karen Donohue (Minnesota), Ricardo Ernst (Georgetown), Marshall Fisher (Wharton), Ram Ganeshan (William and Mary), Eric Johnson (Dartmouth), Katariina Kemppainen (RSM Erasmus), Douglas Morrice (Texas), Ananth Raman (Harvard), Jayashankar Swaminathan (North Carolina). Local Chair: Douglas Morrice (Texas).

POMS CALL FOR PAPERS: OM IN IN B2B MARKETS: PRACTICE & RESEARCH

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Description: It is evident that the digital economy has created many new business opportunities in the Business to Business (B2B) Markets. However, it remains unclear if the underlying operations have changed fundamentally in the B2B Markets. Many have wondered whether the B2B Markets have created new research opportunities in Operations Management (OM), while others have questioned if OM research affects the way B2B Markets operate in practice. The objective of this special issue is two-fold: (1) to gain a deeper understanding about current industry practice and theoretical research in B2B Markets; and (2) to identify and bridge the gap between industry practice and academic research in B2B Markets.

This special issue on Operations Management in Business to Business Markets: Practice and Research seeks to publish a set of papers that help promote interactions and collaborations between practitioners and researchers in the areas of B2B markets In particular, we seek papers that include, but are not limited to, qualitative accounts and/or empirical studies of actual practice and surveys of the literature that highlight the gap between theory and practice and outline future trends. Papers that are the joint work of practitioners and academics are particularly encouraged.

Appropriate topics include but are not limited to:

- Pricing and Auctions in B2B Markets.
- Supply Contracts in B2B Markets.
- Cooperation/Collaboration Issues in B2B Markets.
- Research and Product Development in B2B Markets.
- Procurement Strategies in B2B Markets.
- Design and Management of Supply/Service Chains in B2B.

Review Process: Submitted articles will be reviewed by the guest editors, associate editors, and referees. Decisions regarding acceptance of articles will be made within 2 review cycles, where each review cycle will be within 4 months.

Deadline for submission: Please prepare an electronic copy of the article in PDF format that conforms to the POM format (http://www.poms.org/Journal.html) and submit the file to either guest editor of the special issue by **December 31, 2007**.

(Continued from page 16)

their efforts and to link their work with accomplishing the mission of the agency. For example, reflection may be as simple as giving the following feedback to a volunteer who stuffs envelops: “The mailings you worked on resulted in donations of $5,000, which enables us to provide 1,500 meals to homeless families.” Other volunteers may be in direct contact with the clients of the agency, and need reflection to help them focus on all the good that they are doing despite all the bad things they may be experiencing. Volunteers who work in emotionally difficult situations – for example, with clients who are abused, downtrodden, sick or dying – need regular opportunities to ‘step back’ from their work and connect what they are doing to positive results, else they may become overwhelmed by the difficulty of the work they are doing.

One motivation for volunteering is social connection, which can be accomplished through connecting with the other volunteers, with the staff of the not-for-profit agency, or with the client community. Volunteers reported higher levels of satisfaction when they had interaction with the not-for-profit staff. Surprisingly, volunteers that had direct client contact did not report significantly greater levels of satisfaction. This is perhaps because some client contact in the not-for-profit world is very emotionally difficult – clients may be sick or dying, dirty or unhealthy, or in very desperate situations.

Other key factors impacting satisfaction were schedule flexibility, empowerment, and rewards / recognition. Schedule flexibility is key for volunteers who are trying to fit their volunteer activities into their work, family and social lives. Not-for-profit agencies that are able to help their volunteers integrate their volunteer activities with their work responsibilities, or include their family members in the volunteer work, are better able to satisfy the volunteer’s needs. Also, volunteers want to be given credit for their skills and capabilities – either through the type of assignments they are given or just by the not-for-profit allowing them to make decisions about how to best accomplish the work. The issue of empowerment links back to the intake, orientation, and training processes. It stands to reason that organizations that are more proactive about selecting and integrating their volunteers into the organizational culture and mission will be better able to empower the volunteers to carry out that mission. Lastly, volunteers are more satisfied when their contributions are recognized. The reward for a volunteer is not monetary, but emotional and psychological.

Volunteer loyalty: The value of a satisfied volunteer.

Volunteers provide essential resources – labor, knowledge, and money through donations. Satisfied volunteers improve agency sustainability in 3 important ways. They are more likely to 1) continue volunteering; 2) donate financially; and 3) recommend the not-for-profit agency to others as a volunteer opportunity, thereby exponentially increasing the agency’s supply of volunteer time and donations. Not-for-profit agencies are an essential part of our societal fabric. By working to ensure volunteer satisfaction, agencies are also working to ensure their organization’s sustainability..

POMS CALL FOR PAPERS

Marketing and Operations Mgt. Interfaces and Coordination

Guest Editors:

Teck H. Ho

Haas School of Business

University of California Berkeley

Christopher S. Tang

UCLA Anderson School

University of California, Los Angeles

The internet has opened up a whole host of opportunities for sellers and buyers to experiment with different market institutions. Some industry observers believe that the future of business-to-business and business-to-customer e-commerce will be dominated by dynamic pricing mechanisms such as auctions. In addition, the successes of several online companies (e.g., Amazon.com and eBay.com) demonstrate investors' beliefs that these innovative market institutions will become more popular in the future. Thus the study of different internet market institutions is very timely and is of practical relevance.

Popular marketing mechanisms such as personalized promotion, personalized products, online auctions, automatic markdowns, etc., create new research opportunities because they change the ways customers normally shop and purchase products. Consequently, these mechanisms generate a demand pattern that is fundamentally different from that typically assumed in marketing and operations management literature. Also, as the demand pattern changes, firms must manage their supply operations effectively and efficiently in order to meet these new challenges.

The special issue seeks to publish a set of research papers that examine the coordination between demand planning and supply planning when firms operate under new and innovative marketing mechanisms. Empirical, analytical and conceptual papers focusing on the theme of the special issue would be appropriate for this special issue.

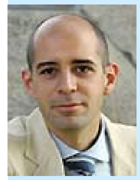
Appropriate topics include but are not limited to:

- Supply chain management under new and innovative market mechanisms
- New and innovative pricing mechanisms enabled by internet
- Impact of personalized marketing mixed variables on operations planning
- Coordination of marketing and operations management for internet-based companies
- Behavioral issues relating to matching demand and supply
- Analytical and empirical comparisons of different internet-based market mechanisms.

Submissions will be reviewed by the guest editors, associate editors, and referees. Acceptance decisions will be made within 2 review cycles of roughly 4 months each.

Submit to either guest editor a PDF file conforming to the *POM* format (http://www.poms.org/Journal.html) by **Sept 30, 2007**.

Special Issue on "Mass Customization"



Guest Editors

Fabrizio Salvador

Instituto de Empresa Business School, Spain

M. Johnny Rungtusanatham

University of Minnesota, USA

Cipriano Forza, Università di Padova, Italy

According to Pine (1993: p. 44), mass customization pursues the goal of "… developing, producing, marketing and delivering affordable goods and services with enough variety and customization so that nearly everyone finds exactly what [he or she] wants." Although research on Mass Customization has grown steadily since the concept was introduced, it has progressed independently within operations management (e.g., Duray, 2000), marketing (e.g., Dellaert & Stremersch, 2005), innovation management (e.g., Franke and von Hippel, 2003), engineering management (e.g. Simpson, 2004), organization science (e.g. Pentland, 2003) and management information systems (e.g., Kraemer et al., 2000). To date, we have not seen a concerted effort to bring together different business perspectives to enhance our understanding of Mass Customization as a competitive strategy.

This special issue is, therefore, devoted to papers that attempt to synthesize, integrate, and formalize findings from these diverse fields with the intent being the generation of new scientific insights for better understanding of Mass Customization as a competitive strategy. Suitable themes for this special issue include but are not limited to:

- How should the sales operations be designed in a mass customization context?
- How should innovation toolkits be integrated with "mass custom" operations?
- How does knowledge management support mass customization within the order acquisition and fulfilment process?
- How does the human resources function contribute to the implementation of a mass customization strategy?
- How does technology contribute to or hinder the pursuit of a mass customization strategy?
- How can costs and benefits of mass customization be measured?

Manuscripts should be sent in PDF format to mc-pom@gest.unipd.it (put in the Subject line – "special issue on Mass Customization."

All manuscripts will be reviewed according to the norms of the *POM* journal – see http://www.poms.org/Journal.html.

Submission DEADLINE: **September 30, 2007**.

Manuscripts will be reviewed by guest editor(s) before being sent to referees. Decisions will be made within two review cycles of approximately 4 months each.

NOMINATIONS FOR POMS OFFICES

Editor's Note:

Be looking fore your POMS ballot some time in February! Officer nominations are as follows.

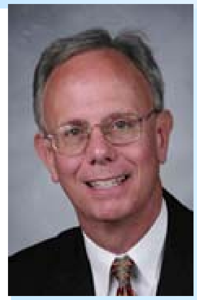
President – Elect

Dr. Cheryl Gaimon

Cheryl Gaimon is a Regents' Professor in the College of Management at the Georgia Institute of Technology. Professor Gaimon initiated establishment of the Operations Management program and served as the Area Coordinator for seven years. She was also a core participant in the development of an interdisciplinary certificate program in the Management of Technology (MOT) and currently serves as that program's director. She has taught courses at the undergraduate, masters, Ph.D. and executive degree programs. Prior to joining Georgia Tech and after completing her Ph.D. at Carnegie Mellon University, Professor Gaimon was a member of the faculty at Ohio State University.

Professor Gaimon's *research and teaching interests* are primarily in the area of the management of technology. Her work focuses on the strategic acquisition of new technology (manufacturing and information), knowledge creation and knowledge transfer, process improvement, implementation of new technology, and new product development. Her research has appeared in journals including *Management Science, Operations Research*, *Production and Operations Management*, *IIE Transactions, Naval Research Logistics*, *Decision Sciences,* and *IEEE Transactions on Engineering Management.* She received *"The 1999 Georgia Tech Research Award"* for doctoral student development and two *"Best Paper Awards"* from the *Decision Sciences Institute.* She has received several research grants from the *National Science Foundation* to study the impact of new technology on a firm's competitive position.

Professor Gaimon is a Department Editor for the Management of Technology area for *Production and Operations Management.* In addition, she is an Associate Editor for *Management Science*. She has also served as Departmental Editor for the *IIE Transactions* and for the *IEEE Transactions on Engineering Management,* a Senior Editor for *Manufacturing and Service Operations Management,* and as an Associate Editor for *Decision Sciences.* Professor Gaimon is the Vice President - Member Activities of the Production and Operations Management Society (POMS). Previously, she served as a Board Member of POMS. She is also the founding co-President of the POMS College of Product Innovation and Technology Management.

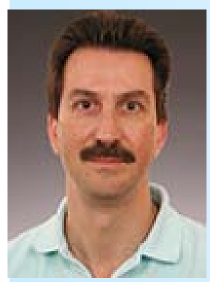


Vice-President Finance

Dr. Arthur Hill

Arthur V. Hill is the John and Nancy Lindahl Professor in the Operations and Management Science Department of the Curtis L. Carlson School of Management at the University of Minnesota. He holds a BA in Mathematics from Indiana University, an MS in Industrial Administration from the Krannert School of Management at Purdue University, and a Ph.D. in Management also from Purdue University.

Professor Hill was the Editor-in-Chief of the Journal of Operations Management from 1993-1995 and is currently an associate editor and/or editorial board member for several research journals including POMS. As Vice President of Education for POMS from 2000-2003 he launched the "POMS Teaching Initiative." He has been a visiting professor at Indiana University (1986), IMD International in Lausanne Switzerland (1994-1995), and the National University of Singapore (1999). He helped found the Soviet-American Management Institute in Moscow (1989) and taught in the Executive Development Program at Wits Business School in Johannesburg South Africa (1990,1991). His consulting clients have included 3M, Best Buy, Boston Scientific, Medtronic, Target, General Mills, Cargill, KN BPT (Netherlands), and Honeywell Bull (Switzerland). His current research is on Lean Six Sigma, supply chain management, and service supply chain management.



Vice President – Member Activities

Dr. V. Daniel Guide

V. Daniel R. Guide, Jr. is an associate professor of operations and supply chain management in the Department of Supply Chain & Information Systems in the Smeal College of Business, The Pennsylvania State University. Professor Guide's research is focused on the development and control of closed-loop supply chains, time-based models for commercial product returns, remanufacturing, and industrial ecology. His research has appeared in numerous academic and managerial journals, including *Management Science*, *Manufacturing & Service Operations Management*, *Production and Operations Management*, *Harvard Business Review*, *California Management Review*, and other journals. He currently serves as a departmental editor for the *Journal of Industrial Ecology*, an associate editor for *Production and Operations Management* and is on the editorial review board at the *Journal of Operations Management* and *Decision Sciences Journal*. Professor Guide's research has been supported by grants from the Carnegie Bosch Institute and the National Science Foundation. He also regularly works with global organizations (including Cisco, US Navy, Hewlett-Packard, Robert Bosch Tool Company, Pitney-Bowes and other firms) on a variety of closed-loop supply chain problems.

NOMINATIONS (CONT.): BOARD MEMBERS

Dr. Nada R. Sanders

Nada R. Sanders is Professor of Operations Management and Logistics at the Raj Soin College of Business at Wright State University. She received her PhD and MBA from the Ohio State University. Dr. Sanders is author of numerous articles that have appeared in journals such as *Decision Sciences, Interfaces, Journal of Business Logistics, Journal of Supply Chain Management, Supply Chain Management Review, Journal of Operations Management, Omega, International Journal of Production and Operations Management, Journal of Behavioral Decision Making,* and others. She has written chapters for books and encyclopedias and is co-author of the book *Operations Management,* 3rd edition. She was ranked 68th of the top 100 individuals in the field of operations management from a pool of 738 authors by a study of POM research productivity in U.S. business schools. Her research interests include supply chain management, outsourcing, demand management and forecasting, and the role of information technology in the supply chain environment.

Dr. Sanders serves on the Editorial Review Boards of the *Decision Sciences Journal*, *Journal of Operations Management (JOM)*, *Production and Operations Management (POM*) and *International Journal of Integrated Supply Management (IJISM)*. She is also Associate Editor of *Foresight*, a journal of the International Institute of Forecasters. Dr. Sanders is an active member of the Production and Operations Management Society (POMS) having served as Program Chair for the 17th annual conference in Boston, Council of Supply Chain Management Professionals (formerly CLM), International Institute of Forecasters (IIF) and Decision Sciences Institute (DSI). She is currently serving on the Board of Directors of IIF and has twice served on the DSI Board of Directors and Executive Board. Dr. Sanders also has extensive business experience in the areas of business forecasting and supply chain management, and has worked with firms such as ATT, Bank One, Lucent, MTC Corporation, and the Schottenstein Corporation.

Dr. Seungjin Whang

Seungjin Whang is Jagdeep and Roshni Singh Professor of Operations, Information, and Technology, Stanford Business School. His research interests include supply chain management and information technology. He has published about forty papers in academic journals including *Management Science, Operations Research,* and *Information Systems Research (ISR)*. In 2005 his paper "Information Distortion in a Supply Chain: The Bullwhip Effect," coauthored with H. Lee and P. Padmanabhan, (1997), was elected to be one of "top ten most influential" papers in *Management Science* in its 50 years of publications history.

He served as senior editor to *ISR,* and Associate Editor to *Management Science.* He teaches various courses in Supply Chain Management and has prepared cases on Harrah's, HP, Nike, Nokia, NTT-DoCoMo, OnStar, POSCO, SAP R/3, Seven Eleven Japan, Toyota, and TSMC. He won Honorable Mention in Distinguished Teaching Award at GSB Stanford. At Stanford, he served as co-director of Stanford Global Supply Chain Management Forum and the Stanford-NUS Executive Program. As outside activities, he served on the board of directors or board of advisors to various companies.

GETTING CREDIT FOR A NOVEL APPROACH TO OFFSETTING AUTO EMISSIONS

Karl T. Ulrich

CIBC Professor of Operations and Information Management

The Wharton School

University of Pennsylvania

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President George Bush in 2001 refused to sign the Kyoto Protocol, which would have required the United States andother developed nations around the world to reduce carbon dioxide pollution. Bush says the agreement would have unfairly strapped the U.S. economy, the world's largest, by mandating that it reduce carbon dioxide emissions to 1990 levels.

Karl Ulrich, a Wharton professor of operations and information management, decided to sign on anyway. He and 41 of his students have created a company called TerraPass that applies Kyoto-like methods to cutting pollution from cars. The firm, which began doing business in the fall of 2004, tries to use the market to solve pollution problems, thereby putting it at the forefront of a recent movement toward market-based environmentalism.

Oddly, Ulrich agrees with Bush that the United States should not -- indeed, could not -- have agreed to be bound by the Kyoto Protocol, which took effect this year. "Our gross domestic product in 1990 was about 40% lower than it is today, so it is virtually impossible for the U.S. to comply," he explains. Pollution accompanies economic growth, so cutting U.S. emissions to 1990 levels would entail a major economic contraction, at least in the short term. Contrast that to Russia's GDP, which is 30% lower today than it was in 1990. Russia, he says, would have no problem complying with the Kyoto agreement.

But the Kyoto controversy and his own long-held commitment to environmentalism got Ulrich thinking about other ways that people in the United States might use the market to reduce carbon dioxide emissions. "I'm a capitalist-environmentalist," Ulrich says. "I ride my bike every day to work, rain or shine. I also believe in the enormous power of private enterprise to do things. Businesses are the most powerful institutions in our society, and there is no alternative to working with them."

The Kyoto Protocol tries to harness the power of businesses by giving them freedom to meet carbon dioxide-reduction targets in whatever way works best for them, rather than mandating particular methods. Specifically, Kyoto creates a so-called "cap-and-trade" system that works as follows. A nation -- or in the case of Kyoto, the international treaty -- sets a limit on the amount of a pollutant that it will accept. Under traditional rules, a regulator would have limits for each polluter, who would have to comply or face penalties. Under Kyoto, companies that can reduce their emissions by more than the required amounts are encouraged to do so with "pollution credits."

A company that beats its limit receives credits that it can sell to companies that can't meet theirs; the lower its emissions go, the more credits it gets. This system lets money migrate to where it can do the most good -- that is, companies that can reduce pollution most easily. It then gives these firms an incentive -- the ability to sell more credits -- to keep cutting pollution. At the same time, a country's overall pollution limit is gradually ratcheted downward as the bigger polluters find a way to either cut their emissions or keep buying credits. Either way, they help pay to clean the air. A system of this sort for sulfur dioxide (as opposed to carbon dioxide) emitted by electric-power plants is already in effect in the United States.

Living Guilt-Free for $65 a Month

Cap-and-trade is the sort of market-based regulation that "capitalist-environmentalists" such as Ulrich like. For the same kinds of reasons, Ulrich has long advocated a higher gas tax. "There are not a lot of environmental problems that a $2-a-gallon gas tax in this country wouldn't fix," he says. Such a tax wouldn't prevent anyone from driving -- and polluting -- but would encourage people who could cut back their driving to do so. "I got to thinking, 'What's stopping me from paying that hypothetical tax?'"

It wasn't that he wanted to send money to the government based on the number of miles he drove. (While he rides his bike to work, he drives a gas-guzzling pickup to land he owns in Vermont.) Instead, he realized that he could buy wind power to counter the effects of his emissions. He estimated how much pollution he creates in a year based on the amount of time he drives, flies, uses air-conditioning and the like. "I figured out that, for $65 a month, I could live guilt-free. I bought $65 a month of wind power to offset my environmental impact." He made the purchase through a Pennsylvania company called Community Energy.

Ulrich's wind power displaces coal power. That's because the country's nationwide electric grid operates like a giant reservoir. Utilities -- using coal, nuclear, hydro, wind and even geothermal sources such as Hawaii's volcanoes -- produce electricity based on estimates of their customers' needs and feed it onto the grid. When customers switch on their lights, for example, they are not necessarily using the power that their utility produced. Instead, they are "dipping a cup" into the giant, shared pool. By purchasing wind power, Ulrich crowds out coal power that otherwise would be needed. His actions come at a time when utilities regulators around the country are pushing for more renewable power; a few have even put in place requirements that a portion of power come from "green" sources.

Ulrich suspected other people might be willing to pay to offset their auto emissions but realized that most of them wouldn't take the trouble that he did. The key, he knew, was making it easy. Enter TerraPass. Ulrich figured that the company could sell mem-

(Continued on page 14)

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berships -- the price would be based on the amount people drove -- and then invest its revenues in clean power and pollution reduction.

Ulrich didn't have time to work out the details himself, in part because he and two partners own a Scranton, Pa., company that makes adult scooters called the Xootr (which Ulrich invented). Therefore, he decided to turn the challenge over to the 41 students in his "Problem Solving, Design and System Improvement" class this past fall. In October, when the half-semester class began, he presented the idea and announced that the students' assignment for the semester was turning it into a business.

Tom Arnold, a second-year MBA student in the class, remembers surprise sweeping through the room. "It was the initial shock of, 'We are not actually going to launch a business in six weeks,'" he says. A few students were even skeptical of the need. "I wouldn't characterize any of us as hardcore environmentalists," Arnold notes. Still, they embraced the idea. After all, it was an assignment. They split into teams to handle the obvious tasks -- product development, pricing, marketing and sales. Ulrich provided $5,000 of his own money as startup funds in the form of a no-interest loan, repayable whenever TerraPass can swing it. The students and the University of Pennsylvania own the company, which is seeking additional investors.

On November 23, 2004, TerraPass, incorporated as BenVen LLC, began selling annual memberships. Customers pay $30 to $80 a year, based on how much carbon dioxide their cars emit during 12 months. Customers pay $30 to $80 a year, based on how much carbon dioxide their cars emit during 12 months. Owners of gas-electric hybrids pay the least; owners of SUVs and trucks, the most. "We really forced the launch, and it wasn't pretty, but we came out, had a test and got some nibbles," Arnold recalls. By the time the students made their final class presentation on December 9, they had sold 149 memberships, mostly to friends and family members.

Many class projects would have been declared a success at this point and the project would then have been dropped. Some of Ulrich's students, however, decided to continue developing TerraPass. This spring, a group of nine, with Arnold as coordinator, is pushing ahead on the company. By early February, the students had sold about 300 memberships and were aiming to raise money from investors. They saw a flurry of purchases in January, when the *Los Angeles Times* ran an article on the company. Arnold hopes to raise enough venture capital that he and at least one other student can continue to work for TerraPass after graduation.

In February, the company entered into its first pollution-cutting deals. It bought 350 megawatt-hours of power from a wind farm in Minnesota. That will prevent about 300 tons of carbon dioxide from being emitted by coal-fired power plants. "When you add renewable energy to the grid, coal power is reduced and coal-fired plants back off their production," Arnold explains. "Regulators want renewable power, so coal power companies don't want to be seen as fighting against wind." Even so, wind power still accounts for a tiny portion of the electricity generated in this country.

Customers Wanted

"Wind is a nice, easy story," Ulrich notes. "People get it. But it's not the most efficient way to reduce carbon emissions. The most efficient way is through industrial processes like those at an aluminum smelter. If you could take 1% of the energy out of there, you would have a huge impact." So industrial processes were where TerraPass went to find its second deal.

The typical power-intensive company has a long list of energy-saving projects such as insulating pipes or installing more efficient machinery, Ulrich points out. It does the projects that save lots of money. It also, however, has a list of projects that are close to being economically feasible but don't quite meet its cost-savings threshold. Maybe these projects would make sense if they generated, say, an additional penny in savings per kilowatt-hour. Thanks to the Chicago Climate Exchange -- a fledgling, voluntary pollution market that is modeled on Kyoto -- companies like this now have a place to turn. The Exchange matches firms that need money for pollution-reduction projects with investors such as TerraPass.

"With the Climate Exchange, companies can sell the benefits of that project to us," Ulrich explains. "We trade them on behalf of our members. If companies do that, they might get two cents a kilowatt-hour, and then the project pays off." Some states require that a portion of their power be environmentally friendly. Rather than forcing utilities to make costly conversions of their equipment, they let them invest in green projects elsewhere. Just like a stock market, the Exchange facilitates these deals. TerraPass did its second deal on the Exchange, buying 500 metric tons worth of "carbon financial instruments (CFI)," a security that represents the right to emit a certain amount of carbon dioxide.

TerraPass's third transaction linked it with Mainstay Energy. Mainstay is developing a cow-manure digester that burns cow patties to generate power. As TerraPass continues to sell memberships, more deals like these will come, Ulrich predicts.

Selling memberships may be the company's biggest challenge. Pollution markets sound complicated, but they are identifiable and operating. Potential TerraPass customers are harder to find. They are not, as one might suspect, hardcore environmentalists. "Greens are cheap, and they are anti-business," Ulrich argues. "Plus, the typical environmentalist doesn't like TerraPass because he/she thinks we let the government off the hook." off the hook."

To Ulrich's way of thinking, hardcore environmentalists want the government to strictly limit pollution. They also want to discourage people from driving. A few environmentalists have argued in online chatrooms that TerraPass does the opposite, allowing people to salve their consciences but continue to pollute. "The libertarian economist is our target customer," Ulrich quips. Unfortunately, there aren't many of them around.

Ulrich says the sorts of people who buy gas-electric hybrid cars could be one promising group. Hybrids, he points out, give their buyers no real financial payback. The price premium for a hybrid over a standard car is about $10,000. Yet the savings in gas money during a typical hybrid's life don't come close to that amount. Ulrich suspects that hybrid buyers aren't motivated by saving money but rather by a desire to clean up their own messes, just as some people voluntarily choose to participate in recycling programs. People who would consider buying a hybrid should also like TerraPass, he argues.

"We are a much better use of that $10,000. Hybrids come way down the list if you are trying to globally reduce carbon dioxide. It's an inefficient way to [accomplish this] ... I don't believe that any one of us can take an action that is going to result in a measurable change in the environment," Ulrich says. "TerraPass isn't going to do that. It's just too small. But if it starts to build momentum around a big idea, it could have a huge impact."

MAKING THE MOST OF VOLUNTEER RESOURCES

How not-for-profit agencies create and benefit from volunteer satisfaction

Priscilla S. Wisner, Assistant Professor

College of Business, Montana State U.

pwisner@montana.edu

Jane Smith, the director of a not-for-profit agency located in the metropolitan Phoenix area, is facing a problem that will potentially impact her agency's ability to fulfill its mission. The dilemma for Jane is how to successfully attract, retain, and make use of the thousands of volunteers who work for her agency. The volunteers in Jane's agency outnumber the employees by 10 to 1, and even though many would consider these volunteers to be "free" resources, Jane knows that they are anything but "free." Important resources, absolutely – the agency could not function without them. Like employees, the volunteers need to be trained, motivated, rewarded, and involved in the delivery of the agency's mission. Unlike employees, the volunteers work a varying number of hours, are much more demographically diverse, are not motivated by monetary compensation, and have the potential to directly affect the sustainability of the organization through their work habits, through their word-of-mouth advertising for other volunteers, and through their financial donations.

In a recent survey of not-for-profit agencies in the Phoenix metropolitan area, 90% of the 71 responding agencies reported that their agencies are growing, but only 43% have sufficient funding to effectively carry out their missions. All of these agencies are dependent upon using volunteers to help fulfill their missions, using anywhere from a few volunteers to thousands of volunteers on a regular basis. Despite the prevalent need for volunteer labor, one out of four agencies report problems with attracting enough volunteers to meet their needs, and only 56% of the agencies are satisfied with their volunteer retention rates.

Using data collected from 288 volunteers in the Phoenix metropolitan area, a research team at the Garvin School of International Management developed a "volunteer-loyalty" chain examining the antecedents and consequences of volunteer satisfaction (Figure 1). That is, what not-for-profit agency operational processes engender volunteer satisfaction, and does a satisfied volunteer remain more loyal to the not-for-profit as evidenced by donating more time, donating funds, and recommending the organization to others? By incorporating results from the survey of volunteers with a companion survey of not-for-profit agency volunteer coordinators, this article provides insights into volunteer characteristics and volunteer management practices that impact the ability of the not-for-profit agency to attract and retain volunteer workers.

Where do volunteers come from?

The best recruiting tool for future volunteers is current staff and volunteers. "Word of mouth" – referrals by friends and acquaintances – was how many volunteers (40%) learned about their organization. Another 15% were referred by volunteer management organizations and 9.5% responded to media appeals. Other recruiting methods include personal appeals of agency employees, community outreach events, associations with other organizations (e.g., schools, the judicial system, clubs), partnerships with for-profit companies, and websites. Increasingly, web-based recruiting is becoming a more viable tool. Web-based referrals – either through web-based volunteering organizations (e.g., volunteermatch.com) or through the organization's own web site – accounted for the majority of volunteers in 10% of the organizations.

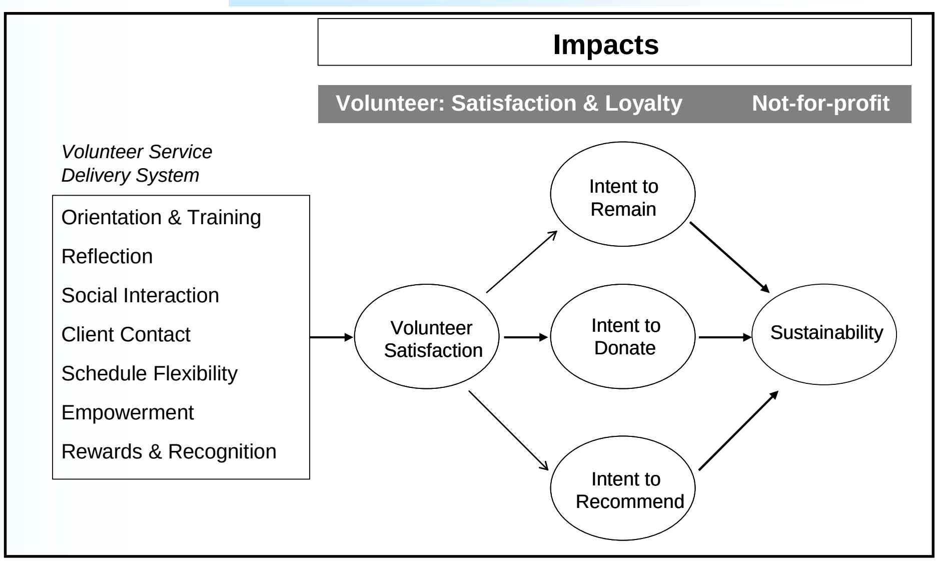
The implication is that volunteers are not only a current resource of the organization, but are a key factor in driving the acquisition of future resources. Therefore, how volunteers are managed and assimilated into the organization and how satisfied the volunteers are with their experiences will impact their willingness to recommend the volunteer opportunity to their friends and acquaintances.

What is the profile of the volunteer?

Most volunteers do not fit the stereotype of a retired person looking for something to do. Most are working people, juggling jobs and family and community commitments, and are best served by opportunities that fit their schedules and perhaps enable them to include family members. Correspondingly, volunteers typically have skills gained through education and jobs, and want to be recognized for those skills. But this is not straight-forward, because some people volunteer to "get away" from their daily work lives – doing more of the same is the last thing they want to do. The challenge of the not-for-profit agency is to first understand what the

(Continued on page 16)

The survey was conducted by the author and other researchers at the Garvin School of International Management. See Wisner, P., A. Stringfellow, B. Youngdahl and L. Parker., "The service volunteer loyalty chain: An exploratory study of charitable not-for-profit service organizations," *Journal of Operations Management* 23(2).



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volunteer wants and is able to do, and then to provide them opportunities to do this. Creating a good match between the volunteers' needs and abilities and the opportunities within the not-for-profit agency is one component of ensuring volunteer satisfaction.

There is no true picture of the "average" volunteer, since volunteers represent all age ranges, income and educational levels, and work situations. Females comprised the majority of volunteers in the sample (78%). While just under one-third of these volunteers were over 60, the majority (57%) were 20 – 40 years old. The stereotype of volunteers as being people "just looking for something to do" was also contradicted by the data – 40% worked full time, 14% worked part time, and 7% were students or worked in some other capacity. In terms of education, 87% have taken some university classes, and 41% have college degrees.

Approximately 17% were casual (people who volunteer only once or once a year), 44% were connected (regularly volunteer), and 39% were committed (typically donate more than just their time). One-third of the 285 volunteers had been volunteering for less than one year, and 48% were actively volunteering for 8 hours or fewer per month. However, one-third had been active for greater than three years, and 40% volunteered between 8 and 20 hours per month. In general, the longer the involvement, the more actively involved was the volunteer.

People volunteer for a variety of reasons; most commonly for altruistic reasons – to help people in need or because they have previously received help. Other motivations are to gain work experience or specific skills and to foster a sense of social connection. "Wanting to help others" was cited by 79% of the respondents as the primary motivation. The most cited secondary motivation was "wanting to learn something useful", which was followed by a "desire for social interaction".

The volunteer profile data suggests a number of key challenges for the not-for-profit agency:

- how to create volunteer work schedules that are flexible enough to accommodate volunteers' work and family commitments, as well as volunteers' desires for varying levels of commitment,
- how to best utilize the capabilities of the volunteers,
- how to provide volunteer work that aligns with the motivations of the individual volunteer, and
- how to help move volunteer commitment levels from *casual* to *connected* to *committed*.

Is a volunteer the same as an unpaid employee?

Although the volunteer does not receive a paycheck, in many agencies the volunteers outnumber the employees and are equally involved in fulfilling the mission or delivering the service. Not-for-profit agencies that view their volunteers as essentially "free goods," rather than as an integral part of their workforce, create risk for the agency and their clients.

In the sample of 71 agencies, volunteers outnumbered employees by a 1.1 to 1 ratio. However, eliminating the top five largest organizations (each with over 1,000 employees), the average ratio was 3 to 1, and in the 56 agencies with fewer than 200 employees, the ratio was 12 to 1. Clearly, volunteers are a significant part of the workforce of the not-for-profit community. However, in many agencies the processes used to manage and evaluate the volunteers were dramatically different than those used to manage and evaluate the employees of the organization.

The "hiring" function was one area that differed from common employee management processes. Eighty-four percent of the agencies required applications and 80% interviewed their volunteers before placing them. However, only 42% conducted any type of background checks on their volunteers. Essentially, 20% of volunteers were working without any formal interview, and 58% were able to work without the agency verifying anything about their backgrounds. Surprisingly, these figures were only marginally better for agencies reporting that their volunteers had extensive contact with the agency clients.

In most agencies (70%), the volunteers were supervised by paid staff. While some agencies provided staff training related to working with volunteers (45%), most did not. Also notable was that almost one-third of agencies had no position descriptions for their volunteer workers.

This lack of process control may have been partly a factor of the resources available – although almost every not-for-profit responding to the survey had a person responsible for coordinating the volunteers, in one third of these agencies this was a part-time person, and in other agencies this work was often one part of the coordinator's job. Furthermore, 47% of the smaller agencies (and 31% of the larger agencies) reported having no budget for volunteer management (aside from the coordinator's position).

By having inadequate process control over the intake and management of volunteers, not-for-profit agencies risk:

- volunteers who are not trained in the mission and the culture of the not-for-profit, and who therefore do not appropriately identify with or accurately represent the not-for-profit organization;
- volunteers who have client contact without undergoing appropriate screening and background checks, thereby creating risk for the client population as well as risk for the agency;
- volunteers who are not adequately supervised in the work that they do, leading to volunteers not effectively doing their jobs or potentially abusing the resources of the agency; and
- volunteers who leave the organization because they never really felt like a part of the agency.

What drives volunteer satisfaction?

As shown in Figure 1, volunteer satisfaction was driven by a number of significant factors. Although most volunteers are not seeking to gain work skills, orientation and training was a significant component of satisfaction. To volunteers, the more important part of orientation and training is the establishment of a 'welcoming community'. It also helps the volunteer understand and identify with the mission of the agency. Many volunteer jobs can seem menial (e.g., stuffing envelops, pulling weeds, sorting clothes) but by linking the work with the accomplishment of the agency's mission, the agency helps the volunteer see how a small task leads to creating greater good. Additionally, orientation and training is an important part of their socialization process – with each other and with paid staff. Without this process, volunteers are less likely to understand the work of the agency and feel connected with the agency's goals.

Also key for volunteer satisfaction was having opportunity for reflection. Reflection is a process that explicitly connects the work of the volunteer to the good being done. For some volunteers, whose work may be at sporadic times or may be "back office" in nature – never coming into contact with the clients the agency is helping – reflection is an opportunity to learn more about the end product of

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18TH ANNUAL CONFERENCE, MAY 4-7, DALLAS, TX FAIRMONT HOTEL

Plan to attend!

Visit the meeting website at **http://www.poms.org/Meeting2007/**

On-line registration is now available.

All registration for the conference will be done on-line through the POMS website. Pre-registration will close on April 10, 2007.

Members: $375 by February 15, $425 February 16 — March 7, $475 March 8 — April 10. The on-site registration fee is $525.

Non-Members: $400 by February 15, $450 February 16 — March 7, $500 March 8 — April 10. The on site registration fee is $550.

Students and Retirees: $105 by February 15, $125 February 16 — March 7, $145 March 8—April 10. The on site registration fee is $160.

POM-2007 Conference Committee

General Chair:

Kathryn E. Stecke,

UT Dallas kstecke@utdallas.edu

Program Chair:

Yunzeng Wang, UT Dallas
Yunzeng.wang@utdallas.edu

International Committee Chair: Sushil Gupta , Florida International University poms@fiu.edu

Emerging Scholars Program : John (Jack) Kanet , University of Dayton kanet@udayton.edu

Doctoral Consortium: Tim Lowe, University of Iowa Timothy-lowe@uiowa.edu

Conference Advisor: Barbara Flynn, Indiana University bbflynn@iupui.edu

Sponsorship Coordinator: Nagesh N. Murthy, University of Oregon nmurthy@lcbmail.uoregon.edu

Local Events Coordinator: Metin Cakanyildirim, UT Dallas metin@utdallas.edu

Vice President Meetings: Timothy L. Smunt, Wake Forest University Tim.Smunt@mba.wfu.edu

Program Editor and Proceedings Editor (on CD):
Sushil Gupta, Florida International University poms@fiu.edu

Conference Venue

The Conference will be held at the Fairmont Hotel Dallas, 1717 North Akard Street, Dallas, Texas 75201, USA (Phone: 214-720-2020). The Fairmont, located in the Arts District of downtown Dallas, should prove to be an excellent location for our meeting. Early May promises great Texas weather, and easy access through the Dallas/Fort Worth International airport from anywhere in the world. The room rate for single or double occupancy is $184 per night plus taxes (an extra person can stay in the room for an additional $30). Suites are available for $284.00.

If you go to the Fairmont website, use the group code **GRCIC1** (the box for the Group Code will appear after you enter your arrival and departure dates) to receive the discounted rate. We recommend that you join the Fairmont's "President Club" before making reservations, to recieve express check-in, complimentary, high-speed Internet access, and more.

Plenary Speakers

We are in the process of lining up exciting industry and academic leaders to speak during the conference.

Contributed Sessions

Disaster Management: Sushil Gupta, Florida International University poms@fiu.edu and Martin K. Starr, Rollins College mstarr@cfl.rr.com

*Education:*Rohit Verma, Cornell University, rv54@cornell.edu

Empirical and Economic Research in OM: Vishal Gaur, New York University vgaur@stern.nyu.edu *and* Taylor Randall, University of Utah acttr@business.utah.edu

Environmental Issues and Reverse Logistics in Production/Manufacturing: Surendra Gupta, Northeastern University gupta@neu.edu *and* Vaidy Jayaraman, University of Miami vaidy@miami.edu

Games and Economic Models in OM: Mahesh Nagarajan, University of British Columbia, Canada Mahesh.Nagarajan@SAUDER.UBC.CA *and* Haresh Gurnani, University of Miami haresh@miami.edu

Healthcare Operations: Craig Froehle, University of Cincinnati craig.froehle@uc.edu

Human Resource Issues in OM: Martin K. Starr, Rollins College mstarr@CFL.rr.com *and* Hesan A. Quazi, Nanyang Technological University, Singapore AHAQUAZI@ntu.edu.sg

Humanitarian Logistics: Luk N. Van Wassenhove, INSEAD, France Luk.VAN-WASSENHOVE@insead.edu

International/Global Operations: Vidyaranya B. Gargeya, University of North Carolina - Greensboro vbgargey@uncg.edu

Inventory Management: Don Warsing, North Carolina State University don_warsing@ncsu.edu

JIT & Lean Production: Yoshiki Matsui, Yokohama National University, Japan ymatsui@ynu.ac.jp *and* Rachna Shah, University of Minnesota RShah@csom.umn.edu

Managing Disruptions in Supply Chains: Kathryn E. Stecke, University of Texas at Dallas kstecke@utdallas.edu *and* Tom Schmitt, University of Washington Seattle glennsch@u.washington.edu *and* Sanjay Kumar, University of Texas at Dallas skumar@utdallas.edu

Marketing-Operations Interface: Tamer Boyaci, McGill University, Canada tamer.boyaci@mcgill.ca *and* Saibal Ray, McGill University, Canada saibal.ray@mcgill.ca

Mass Customization: Cipriano Forza, University of Padova, Italy

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18TH ANNUAL CONFERENCE, MAY 4-7, DALLAS, TX
FELLOWS OF POMS AWARD

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cipriano.forza@unipd.it *and* Manus Rungtusanatham, University of Minnesota j.rungtusanatham@csom.umn.edu *and* Fabrizio Salvador, Instituto de Empersa Business School Fabrizio.Salvador@ie.edu

Operational Advantage Group (OAG): Rafael Menda, McNeil Consumer & Specialty Pharmaceuticals rmenda@gmail.com

Operations-IT Interface: Indranil Bardhan, University of Texas at Dallas bardhan@utdallas.edu

Operations Strategy: Amelia Carr, Bowling Green State University ascarr@cba.bgsu.edu

Optimization Models for Operations: Joseph P. Geunes University of Florida geunes@ise.ufl.edu

Product Innovation and Technology Management: Michael Lapre, Vanderbilt U. Michael.Lapre@owen.vanderbilt.edu

Production and Inventory Models: Metin Cakanyildirim, University of Texas at Dallas Metin@utdallas.edu

Project Management: Daniel Heiser, DePaul U., dheiser@depaul.edu

Purchasing and Sourcing Management: Srinivas Talluri, Michigan State University talluri@bus.msu.edu

Quality Management: Hale Kaynak, The University of Texas Pan-American HKaynak@panam.edu

Service Operations: Jun Zhang, University of Texas at Dallas jxz063000@utdallas.edu *and* Huimin Wang, Hohai University, China huiminwang63@hotmail.com

Supply Chain Management: Rajesh Srivastava, Florida Gulf Coast University rsrivast@fgcu.edu *and* James F. O'Kane, Northumbria University, UK james.okane@unn.ac.uk

Sustainable Operations & Closed-Loop Supply Chains: Mark E Ferguson, Georgia Institute of Technology Mark.Ferguson@MGT.GATECH.EDU *and* V. Daniel R. Guide, Jr., Penn State University drg16@psu.edu

The Role of Technologies in Global Supply Chains: Pedro Reyes, Baylor University pedro_reyes@baylor.edu

Transportation and Logistics: Svein Brathen, Molde University College, Norway Svein.Brathen@hiMolde.no

Doctoral Student Consortium

The Doctoral Student Consortium aims to provide an excellent opportunity for career development and networking with fellow doctoral students and prominent academicians. The theme of the consortium will be *Transitioning from Doctoral Student to Professor*. This half-day session will be held on Saturday, May 5, 2006, 8:00 AM to noon. Professor Tim Lowe from the University of Iowa will be leading the session.

The program will be limited to 30 participants. To participate, please send a short email by Jan 31, 2007 expressing your interest as well as your resume to Professor Tim Lowe at timothy-lowe@uiowa.edu.

Emerging Scholars Program

This program was a huge success at last year's conference. The focus of this session is on junior faculty and will consist of a set of guided discussions on topics related with academic career building in Operations Management led by some of the most noted names in the field. Application information is available on the POMS website.

Wickham Skinner Awards

See separate announcement in this newsletter.

CIBER International Case Writing Award

Indiana University CIBER is pleased to announce the eighth CIBER International Case Writing Award in the amount of $2500. For additional information, contact Roger Schmenner at rschmenn@iupui.edu.

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have made exceptional intellectual contributions to our profession and Society through their research and teaching. Although loyal service to the Society, in administrative, elected, or editorial assignments, is not by itself a sufficient qualification for this award, it can strengthen the case of a member who has also become a thought-leader in our field. To be eligible, a candidate must have been a member of POMS during four out of the previous five years.

The motivation for and background of this award are described in the POMS website www.poms.org by Professor Martin Starr, the Chair of the POMS Council of Past Presidents (under Fellows of POMS in the right-hand column). The website also provides a list of the current Fellows of POMS. Now in its fourth year, the award program has entered a steady state in which typically no more than two new members will be added in any year. Aleda V. Roth, Clemson University, is leading the selection process this year.

All POMS members are invited to submit their nominations for new Fellows. Each nomination should be accompanied by the candidate's Vita and a Supporting Statement, and all nominations typically must be received by November 30 of the current year. The candidates so nominated will be reviewed and voted on by the current group of POMS Fellows, who will then submit their recommendations to the Board of Directors of POMS for its approval. The new Fellows will be announced and honored at the Annual Meeting.

If you have any questions about this award, or the process for selecting new members, please contact Sushil Gupta at the POMS home office by phone at 305 348 1413 or email poms@fiu.edu

AWARDS TO BE ANNOUNCED AT THE CONFERENCE

2007 WICKHAM SKINNER AWARDS ANNOUNCEMENT

The Wickham Skinner Awards will be presented during the POM-2007 meeting in Dallas on May 4—7, 2007. For complete information, go to the POMS website: http://www.poms.org/.

These 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, and thereby to establish POMS as the leading professional society in the field of production and operations management.

It should be noted that neither Officers nor Board members of POMS (including members of the Council of POMS Presidents) are eligible for these awards. Awards will not be given if the submissions do not meet the standards for each award category.

For each category, there will be at most two winners. Award winners are not eligible to apply again for the award, but unsuccessful applicants may resubmit their materials in a later year. The award(s) will be announced at the POM-2007 Dallas closing ceremony on May 7, 2007.

Each award includes: 1) Public Recognition of the award winner(s) at the Meeting ; 2) A plaque; and 3) A check for appropriate amount.

Specific definitions, award criteria, and submission guidelines are:

Best Unpublished Paper Presented at the Meeting

Papers presented at the Dallas conference and those under review by *Production and Operations Management* are eligible for this award. Papers must not be under review by any other journal or conference. The author(s) certify this through the submission of their paper for this award. An individual can be an author or co-author on only one paper submitted for the award. Any multiple submissions will require contacting all the authors to determine which paper will be submitted. The resulting delay may prevent consideration of the papers.

By February 1, 2007, please email a copy of the complete paper excluding the cover page with author information, using the proper editorial format (see "Information for Contributors" in *Production and Operations Management*), along with the cover page in a separate electronic file, to the committee chair, V. Daniel R. Guide, Jr. via e-mail at dguide@psu.edu along with a copy to the Executive Director of POMS via e-mail at poms@fiu.edu. The committee chair will acknowledge receipt of each paper and distribute copies to the judges and the appropriate department editor of *Production and Operations Management*. Unless the author(s) request a delay, the paper will then be reviewed as a submission to *Production and Operations Management*. Simultaneously, each paper will be reviewed by the award committee. Authors should also submit their paper (abstract only) for presentation at the POMS-Dallas conference (http://www.poms.org/Meeting2007/) using the regular paper submission process by January 15, 2007. Finalists must present at the conference to be considered for award.

Papers will be judged on overall quality with careful attention given to both relevance and rigor.

The best unpublished paper presented at the Dallas Meeting will also undergo an expedited review by *Production and Operations Management,* the flagship journal of the Production and Operations Management Society.

Award Committee members are V. Daniel R. Guide, Jr., Penn State (Chair), Mark Ferguson, Georgia Tech, Willy Herroelen, Katholieke Universiteit - Leuven, Belgium, Brian Tomlin, University of North Carolina - Chapel Hill, and Roger Schroeder, University of Minnesota.

Early-Career Research Accomplishments Award

An "Early-Career Researcher" will be defined as someone who has received a doctoral degree (or its equivalent outside of the U.S.A.) within the previous five years. For the POM-2007 Meeting, 2002 is the starting year for inclusion.

By February 1, 2007, please email copies of the materials listed below to committee chair, Manoj Malhotra via e-mail at malhotra@moore.sc.edu along with a copy to the Executive Director of POMS via e-mail at poms@fiu.edu. The committee chair will acknowledge receipt and distribute copies to the judges. Additions to the portfolio cannot be made after the February 1 deadline. The portfolio should include: 1) A cover letter of no more than two pages applying for the award that highlights the major contributions of the applicant's entire body of research; 2) A copy of the candidate's resume; 3) Copies of one to three key papers; and 4) A maximum of three letters of recommendation for the award from other academics or area/department chairs describing the applicant's contribution to research, or from practitioners confirming the successful application of research findings.

Accomplishments can be measured in many ways, with publications and presentations given primary importance. Work published (or formally accepted for publication) or presented at a conference within the five-year eligibility period will be considered in the evaluation process if properly documented.

The judges will 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. The judges are not required to give awards if applicants do not meet the standards they establish.

The Award Committee includes Manoj Malhotra, U. of South Carolina (Chair), Charles Corbett, UCLA, Rob Klassen, U. of Western Ontario, and Morgan Swink, Michigan State.

Teaching Innovations Achievements

This award recognizes demonstrated innovative teaching achievements in various aspects of POM instruction.

By February 1, 2007, applicants should email a 2-3 page overview of their teaching achievements to Barbara B. Flynn, bbflynn@iupui.edu along with a copy to the Executive Director of POMS via e-mail at poms@fiu.edu. The committee chair will acknowledge receipt and distribute copies to the judges. After review by the judges, the finalists will be asked to develop a complete portfolio. The portfolio might include specific teaching materials; descriptions of innovative approaches to teaching (including team teaching, student teams, action learning, and role playing, in addition to the traditional lectures and case discussions); innovative uses of technology for delivering materials (e.g., interactive media, the Internet, distance- and e-

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AWARDS ANNOUNCED AT THE CONFERENCE (CONT)

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learning); and/or new ways for understanding actual operating problems and the methods that can be applied to deal with them (e.g., ERP, ASP, etc.). Evaluations of the teaching innovations by users should be provided. These can include other teachers, students, and other evaluators who are in a position to comment knowledgeably about the teaching innovation. At a minimum, the innovative teaching portfolio should include: 1) A personal statement reflecting the applicant's teaching philosophy and favored approaches (which should include a description of the teaching environment at the applicant's institution); 2) A representative set of course syllabi; 3) Course/teaching evaluation data; and 4) A statement of the applicant's educational innovations that are felt to be most important.

In their evaluation of these materials, the judges will give primary attention to: 1) Evidence of *real pedagogical innovation*; 2) Evidence of *demonstrable improvement in student learning* over time. This evidence may take many forms, including letters testifying to the value of the pedagogical innovation from present or former students, as well as from other academics that have witnessed or adopted them, improvements in test scores, etc. Innovations in measuring the impact of a pedagogical approach will also be considered; and 3) Evidence of *transferability*. A teaching innovation must be transferable to others, whether internal or external to the applicant's institution. A description of the teaching innovation(s), as well as how to measure the resulting learning improvement, must be presented in enough detail so that others may apply or adapt the material successfully.

The Award Committee includes Barbara B. Flynn, Indiana U. (Chair), Grandon Gill, U. of South Florida; Janelle Heineke, Dallas University; Nancy Hyer, Vanderbilt U.; Sushil K. Gupta, Florida International U.; and Mikko Ketokivi, Helsinki U. of Technology.

College of Supply Chain Management Best Student Paper Competition

The paper will be judged based on its contribution towards advancement of theory and practice of supply chain management. Four finalists will be invited to present in a special session at the POMS spring conference. Presentation quality will also be taken into account to decide the first and second prizes. The first prize is accompanied by a $500 honorarium and the second prize is accompanied by a $250 honorarium. In addition, all finalists will be awarded up to $500 of travel support and complementary conference registration for the conference.

The eligibility conditions are: 1) Entrant must have been a student on or after July 1, 2006. Only one entry can be submitted by an entrant. 2) The submitted paper must present original research conducted primarily by the entrant. Some assistance by other individuals (such as the student's faculty advisor) is permitted as long as the student is at least the "first author" on the paper in principle. This should be reflected in the advisor's letter. 3) The research must have been conducted while the entrant was a student. 4) The topic of the paper should fall within the scope of supply chain management, including Inventory management; Supply chain coordination; Integrated supply chain planning; Sourcing relationships and strategy; Supply chain design and facility location; Organization of the supply chain function; Managing product variety in supply chains; Coordination of product and supply chain design; The role of information technology in supply chain coordination; Logistics, order fulfillment and distribution; Supply chain risk management; and Channel management.

A complete entry includes: 1) A cover document in PDF with the entrant's name, current affiliation, address, e-mail address, telephone number, the name and email address of the entrant's advisor. The file name should be the entrant's full name. 2) The paper in PDF, *with at most 32* pages in standard format (1" margins, double-spaced, 12 point font.). 3) A cover letter from the advisor in PDF that includes the student's name, the title of the student's paper and a statement that indicates the eligibility requirements have been met (in particular, that the research is primarily the student's with minor assistance from other individuals).

Deadline for Submission is February 15, 2007, 12pm (EST).

Email all material together to glenne@kenan-flagler.unc.edu marked to the attention of Prof. Jayashankar M. Swaminathan (Chair, POMS SCM Student Prize Committee) with a subject heading "POMS SCM Student Paper."

MARTIN K. STARR EXCELLENCE IN PRODUCTION AND OPERATIONS MANAGEMENT PRACTICE AWARD - 2007

The *Martin K. Starr Excellence in Production and Operations Management Practice Award* recognizes contributions made to the field by POM practitioners. It is an international award and is open to all POM practitioners from around the world.

The first award was presented in 2006 to Mr. Lee Cockerell, Executive VP of Operations for the WALT DISNEY WORLD Resort in Lake Buena Vista, Florida, U.S.A.. To nominate a candidate for the second award to be presented during the May 4—7, 2007 conference in Dallas, Texas, U.S.A., please send a resume of the candidate and a narrative, not to exceed two pages, of the contributions to POM during the career of the candidate to Professor Sushil Gupta (poms@fiu.edu) by February 28th, 2007. General guidelines are:

- The award is for an "individual" and not the "organization."
- The award is open to professionals at all levels working in the Operations Management area in service and manufacturMs. Esther Glenning industries; as well as in not-for-profit and government organizations.
- The award is based on exceptional quality of contribution to the POM field. These contributions are not restricted to a single organization and may span time spent at several organizations during the career of the candidate. The cumulative contributions made by the candidate during his/her career will be evaluated.

The nominating committee is Sushil Gupta, Florida International University, (Chair); Kasra Ferdows, Georgetown University; Hau Lee, Stanford University; Rafael Menda, Director, Operations Strategic Planning, McNeil Consumer & Specialty Pharmaceuticals; and Martin Starr, Rollins College.

FELLOWS OF POMS AWARD

Every year, nominations, including self-nominations, are invited for new Fellows of POMS.

Designation as a POMS Fellow is a prestigious honor, and is given for life. It is intended to recognize POMS members who

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