

POMS

CHRONICLE

FIRST ISSUE 2012

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Upcoming Conferences

POM 2013 - Twenty Fourth Annual Conference, Denver, Colorado, U.S.A. May 3 – May 6, 2013
Production and Operations Management Society

Suresh Sethi, POMS President



The Naveen Jindal School of Management
The University of Texas at Dallas
Richardson, Texas, USA

It is an honor to be the President of the Production and Operations Management Society (POMS). I assumed this role with great pleasure and pride. POMS, created by Kalyan Singhal in 1989, has become the world's leading academic society with a primary focus on Production and Operations Management. I was present at the birth of POMS, have been involved in its activities ever since, and am proud to witness its tremendous growth over the years. POMS past presidents and recent presidents including Hau Lee, Cheryl Gaimon, Wally Hopp, Marshall Fisher, and Luk Van Wassenhove have continually raised the bar of excellence. Because of this, the Society is now recognized worldwide for its excellence in the quality of its journal, annual conferences and service to its members. I am very excited that I will be able to contribute to POMS continuing growth.

POMS has launched several new initiatives that will lead to even greater heights of excellence. Important among these are the following:

- The POMS journal, *Production and Operations Management (POM)*, the flagship journal in the field of production and operations management (P/OM), is one of the two top management journals with a P/OM focus that is recognized by *Business Week*, *Financial Times*, and the *UT Dallas Business School Research Ranking*. POMS Fellows are taking steps to promote *POM* to our academic colleagues so that it ranks high in academic decisions for tenure and promotion. This effort is led by Chris Tang, POMS President Elect.
- Luk Van Wassenhove, immediate past President of POMS, mentioned relevance as an important priority for POMS in his presidential speech last year. We are currently on the path of making POMS more relevant to all of its constituencies. In particular, we are taking steps to improve linkages between P/OM academic research and practice. The winners of the Martin K. Starr Excellence in POMS Practice Award are great resources for building these linkages. Chris Tang is leading another effort with the help of these practice leaders to create an inventory of potential P/OM topics to strengthen applied research. In addition, the theme of the annual POMS

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

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POM Journal

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of the POM journal at:

<http://www.wiley.com/bw/subs.asp?ref=1059-1478&site=1>

Featured Associate Editor

Bo van der Rhee



Professor Van der Rhee is the Feature Editor for Awards. Note that in this issue we feature the award recipients of the past year. I hope you are able to attend the upcoming POMS annual meeting to learn of the recipients for 2013!

**Submit articles, news, announcements, and other
information of interest to the editor:**

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

FROM THE EDITOR: 2020 VISION



Glen Schmidt

David Eccles School of Business, U. of Utah

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The Future of POM Education and Research: 2020 Vision

The title of this article refers to the year 2020; and not the possibility that this article will predict with 20-20 clarity what POM education and research will look like in 2020. Because to me, at least, the exact future trajectory seems relatively uncertain.

What does seem certain is that the internet, along with progressing globalization, will have a continued and growing impact on education. But exactly where, and how far, and how fast education will change is, I believe, open for discussion. At the same time that Universities are rolling out MOOCs (massive open online courses), Universities continue to build classrooms and offices and other facilities both domestically and overseas, as if the campus experience will only become more and more integral to the learning experience.

Of course, one possible (and likely?) outcome is that a whole host of different variants of educational offerings will co-exist; they already do to some extent. Those of us who teach in Business Schools probably do so at a variety of MBA programs, such as the traditional 2-year on-campus program, or an evening Professional program, or a weekend executive program (either in the School's primary city or at some remote location, possibly international), or even a fully-online program. Many of our Schools are partnering with Universities overseas, or are even creating campuses overseas. (See endnote 1.)

But what will be the mix of market shares for these various programs? Will we still readily fill our newly-built classrooms? Will we be teaching in these classrooms – or in classrooms across the globe – or via the internet while physically located in our homes or in factories or in service organizations around the world? Will we be teaching in “real-time,” or will students be viewing our Camtasia-style videos at their leisure, or will they be viewing some more-famous professor's videos at their leisure and using us as case discussion leaders (either in real-time or via the internet)? Will students be using interactive on-line textbooks (such as those introduced by Inkling) or will the video format be the dominant delivery mode?

Again, the answer is probably “all of the above,” depending on how the various degree programs want to differentiate themselves (that is, assuming that students even prefer a degree program), which of course in turn depends on students' preferences. Of course, one thing attracting students to on-line education is its lower cost (see endnote 2).

One feature of MOOCs is that such courses are readily scaleable. The startup firm Coursera (started by a couple of Stanford Professors after more than 100,000 students registered for their MOOCs) now has 62 University partners, with some courses offered for credit. Khan Academy, another on-line educational delivery website, has reportedly delivered over 240 million lessons. A startup venture, the Minerva Institute, reportedly attracted the largest-ever seed investment of a leading Sili-

con Valley firm, with Larry Summers chairing the advisory board. (See endnote 3) MOOCs are not without their challenges, such as the question of verifying the identity of the test taker, but even that is being addressed by technology. (See endnote 4.)

The scaleability factor of electronic education leads one to envision the possibility that some of the “top-20” schools (who were early participants in Coursera—see endnote 5) could leverage their faculty and their courses and their brand names to offer various product lines at different price points and with different production qualities, much as Toyota offers the Lexus and Toyota and Scion brands. What would be the implication of such competition and down-market encroachment on other Universities and Schools?

In addition to the possibility that top-quality educational programs will become more dispersed due to the internet, they may also become more dispersed geographically due to growing prominence of Universities globally. There seems to be increased competition worldwide for the best and brightest students, and top-notch scientific output is currently being produced all over the world. (See endnote 6.) I suspect we can all name top-notch professors that have left prestigious institutions in the U.S. (for example) to take similar jobs at prestigious institutions in high-growth countries (for example). What will be the implication on enrollment trends around the world? Assuming the demand for business and engineering training within the high-growth countries continues to be strong, where will that demand be filled – what fraction of students will choose to be trained domestically, for example?

All of this increased diversity in product offerings and in geographic location represents both challenges and opportunities for us as POM faculty and practitioners. One of our challenges will be to manage all of the product variety that the proliferation of programs and courses creates. Fortunately, our POM research provides us with some insights in this regard – for example, much like what VW is doing with its line of automobiles worldwide (see endnote 7), we might create (and are creating) course modules that can be used where (and as) needed.

In short, education is rapidly evolving. Of course, evolution is a continual process so change by itself is nothing new, but it seems that we may be at an “inflection point.” The escalation in the cost of education, the drop in public coffers to fund education, the growth of economies worldwide, the increased demand for business education worldwide, and the enhanced technological capability of on-line instruction are collectively creating a new landscape for us to navigate. The response of a number of business schools is to have their students spend more time out of the classroom, in team-based real-life international projects (see endnote 8).

Going back to the title of this article, note that it is called “The Future of POM Education and Research.” To this point this article has focused on teaching – so what about research? We will leave most of that discussion for another day, but I'll end with a couple of observations. First, for those of us who work

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OPERATIONS BLOGS

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for state-funded institutions, it seems apparent that the state funding will continue to diminish. Ask yourself, if the average taxpayer knew that she funded your latest POM article with her tax dollars, would she have still funded your research? Said another way, would the average politician be willing to aggressively defend the funding of your POM article to the average taxpayer, or would the politician rather defend that taxpayer's Social Security check or his mother's Medicare reimbursement (for example)? Given that the tax dollars available to fund our research may diminish, this means that industry or philanthropists may have to step up to supply the funding. The same question applies – will the average manager or philanthropist be willing to fund the research? I think our challenge will continue to be one of convincing our funding sources that producing top-notch research not only helps enhance the prestige of our institution, but it also makes us better teachers, and ultimately, it also directly helps managers make better decisions, thereby enhancing economic output and/or serving the public good. (See also endnote 9.)

In short, I think these are challenging times for us as POM faculty and practitioners, but they are also exciting times. We have the opportunity and the skills to make the world better in many ways – to help increase the standard of living of citizens worldwide, and help solve some of society's most pressing problems. And as alluded to earlier, some of our POM research can itself help guide us in tackling some of the challenges that face us in the coming years. Within our professional society of POMS, we have a great leadership team to help guide and lead us through these dynamic times. As they say, "time flies when you are having fun" – the year 2020 will be here before we know it.

1. For example, NYU is opening a portal campus in Shanghai, with POM professor Eitan Zemel as Dean of Business and Engineering. See <http://shanghai.nyu.edu/about/leadership-entry-alt/eitan-zemel>
2. "Higher Education: Not What it Used to be." *The Economist*, Dec 2012. <http://www.economist.com/news/usa/21567373-american-universities-represent-declining-value-money-their-students-not-what-it>
3. "Online Startup Plans to Create 'Ivy Caliber' Education for Half the Price," Max Hisen, *Business Insider*, Jan 14, 2013. <http://www.businessinsider.com/the-pitch-for-the-minerva-project-2013-1>
4. "Keeping an Eye on Online Test-Takers," Anne Eisenberg, *New York Times*, March 2, 2013. <http://www.nytimes.com/2013/03/03/technology/new-technologies-aim-to-foil-online-course-cheating.html?hp>
5. "Elite Colleges Bring Education to Masses," Nick Anderson, *The Washington Post*, Nov 4, 2012. <http://www.independent.co.uk/news/world/americas/elite-colleges-bring-education-to-masses-8280900.html>
6. "U.S. Science Research is in Danger of Losing Place on Cutting Edge," Sharon Begley, *The Wall Street Journal*, Aug 12, 2005. <http://online.wsj.com/>

[article/0..SB112379706031911287.00.html](http://www.chronicle.com/article/Tenure-RIP/66114/)

7. "Insight: Has Volkswagen Discovered the Holy Grail of Car-makers?" Laurence Frost, Andreas Cremer and Paul Lienert, Reuters, Feb 11, 2013. <http://www.reuters.com/article/2013/02/11/us-autos-volkswagen-future-idUSBRE91A04D20130211>
8. "The Multipolar MBA," William J. Holstein (courtesy of Rakesh Khurana), *Business + Strategy*, Jan 21, 2013. <http://www.strategy-business.com/article/00164?pg=all>
9. "Tenure, RIP: What the Vanishing Status Means for the Future of Education," *The Chronicle of Higher Education*, Robin Wilson, July 4, 2010. <http://chronicle.com/article/Tenure-RIP/66114/>

Operations Blogs

Are you looking for relevant, thought-provoking commentary on current operations news? Then check out one of the Operations blogs run by some of our POM colleagues. Here are two examples.



Ananth Iyer
Purdue University

Professor Iyer edits a blog called "Global Supply Chain Musings." He is a prolific blogger with an impressive number of entries. Go to:

<http://aviyer2010.wordpress.com/>

Another great blog is that run by a couple of Kellogg (Northwestern U) Professors. The blog is called "The Operations Room" and can be found at:

<http://aviyer2010.wordpress.com/>



Marty Lariviere
Northwestern University



Gad Allon
Northwestern University

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The committee for this year's award consisted of:
Suresh Chand, Purdue U, Indiana, U.S.A. (Committee Chair)
Sushil Gupta, Florida International U, Miami, Florida, U.S.A.
Katariina Kemppainen, VP of Master Planning, Nokia, Finland.
Edwin Keh, The Wharton School, PA, USA.
Krishan Kumar, Dir of Maruti Automotive Center of Excellence, Maruti Suzuki India Limited, Gurgaon, India.
Martin K. Starr, Rollins College, Winter Park, Florida, U.S.A.

NEW POMS FELLOW: CHELLIAH SRISKANDARAJAH



POMS Fellow: Chelliah Sriskandarajah

Designation as a POMS Fellow is the most prestigious honor awarded by POMS, and is given for life. It is intended to recognize POMS members who have made exceptional intellectual contributions to our profession and Society through 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 demonstrated commitment to furthering the objectives of POMS (as evidenced by such indicators as membership in the Society, and active participation in POMS Colleges and meetings.)

This year, Chelliah Sriskandarajah was elected as a POMS Fellow in recognition of his outstanding research on production planning and scheduling, machine scheduling theory, maintenance scheduling, inventory and supply chain management, group technology and performance evaluation of production systems. Dr. Sriskandarajah is currently the Ashbel Smith Professor of Operations Management at the University of Texas at Dallas and will soon be joining Texas A&M University. He has published widely in POM, MS, OR, MSOM and many other journals. He served as Associate Executive Director of POMS from 2004 to 2012 and is currently a Senior Editor of POM.

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conference to be held in Denver in 2013 is *Integrating Practice in POM Research and Teaching*. Manoj Malhotra (General Chair) and Mark Ferguson (Program Chair) are leading the efforts of this conference.

- POMS plans to build and strengthen linkages with our counterparts in emerging economies like Brazil, China and India by revamping local chapters in these countries and possibly creating POMS Colleges. Marshall Fisher is leading the effort to create these colleges.
- POMS plans to become a paperless society within the next 2 to 3 years, where all of its business will be handled via the internet. We already have an excellent web presence at this time, and it continues to improve every year under the direction of Sushil Gupta and Vikram Tiwari. The website is currently used for membership renewal, conference registration, abstract submission, scheduling, and management of POMS conferences. It is also an important medium for communication with and among POMS members.

The POMS membership level now stands close to 2000 and spans over 57 countries. Currently, 56% of the members are from outside of the US. POMS has the following initiatives in place to serve its global members and to increase their presence in POMS operations and activities:

- POMS encourages P/OM professionals from emerging economies to become POMS members at discounted rates.
- POMS has created the Emerging Economies Doctoral Students Award (EEDSA) to facilitate the participation of doctoral students in POMS conferences from countries belonging to emerging economies.
- POMS has created the Distinguished Lecturer Award, given annually to a highly visible person to deliver a distinguished keynote speech at one of our international conferences.
- POMS encourages young potential P/OM leaders to get involved in the Society at an early age. For that reason, membership in POMS is now free for students. We also want senior POMS members to remain involved in POMS and provide guidance to the younger members. Therefore, POMS has made membership free for retired members.

POMS recognizes the contribution of P/OM professionals and its members through several prestigious awards.

- Designation as a POMS Fellow is intended to recognize POMS members who have made exceptional intellectual contributions to our profession and Society through their research and teaching.
- Excellence in P/OM practice is recognized through the Martin K. Starr Excellence in POM Practice Award.
- The Wickham Skinner awards have been created to recognize the contributions of POMS members to publications in the *POM* journal, teaching innovations, and early career research accomplishments.
- The Paul Kleindorfer Award in Sustainability recognizes young scholars in the field of sustainable operations and the social and environmental impact of business.
- To recognize excellence in service, the Sushil K. Gupta Distinguished POMS Service Award has been created this year.

POMS membership activities are housed at the University of Texas at Dallas in the US. I wish to thank Dr. Hasan Pirkul, Dean of the Naveen Jindal School of Management at UT Dallas, for providing generous financial support and secretarial help. Chelliah Sriskandarajah, POMS Associate Executive Director, has done an excellent job in managing its membership services for the last six years. Metin Cakanyildirim is the new Associate Executive Director and we expect the same level of professionalism from him.

POMS growth is the result of contributions from many volunteers around the world who support the Society and its activities. My endeavor this year is to continue to lead POMS on the path of excellence. To achieve this goal, I seek your guidance, help, and support.

Suresh Sethi, POMS President

SUSHIL K GUPTA POMS DISTINGUISHED SERVICE AWARD

POMS Distinguished Service Award

The POMS Distinguished Service Award was created at the POMS annual meeting in Reno, April 29, 2011.

I am pleased to inform you that the POMS Board, consisting of 30 members from around the world, unanimously and very enthusiastically voted in its meeting in Chicago, April 20, 2012, that the first POMS Distinguished Service Award should be given to Dr. Sushil Gupta, POMS Executive Director, Professor at Florida International University (FIU), USA.



Sushil was presented with the award during POMS awards ceremony luncheon on April 22, 2012 in Chicago.

**Sushil Gupta,
Florida International University, USA**

Immediately after the award was given to Sushil, Dr. Luk Van Wassenhove, INSEAD, France, and past president of POMS, announced another unanimous decision of the POMS Board. Luk announced that this is the first and the last POMS Distinguished

Service Award. Starting now, the award will be known as **Sushil K. Gupta POMS Distinguished Service Award**. All future POMS Distinguished Service awards are named after Sushil to honor him for his dedicated services to POMS.

All of you know that Sushil has been the Executive Director of POMS since 1995. However, many of you may not know, in the words of Kalyan Singhal, the Founder of POMS, "Sushil was one of the three individuals who signed the original charter of POMS. He has been working with a missionary's zeal since Day 1."

Sushil has been the POMS Vice President of membership and then POMS President. He was elected a POMS Fellow in 2004 - the first year the POMS Fellowship was instituted.

Sushil has held senior administrative positions at FIU, including Vice Provost of Academic affairs. He has superb administrative skills that have led POMS to grow in size, become a stronger society, and very international. Sushil has been involved in the planning and execution of all major POMS initiatives like increasing membership, establishment of awards, creation of colleges and regional chapters, POMS conferences, publications and web development among others. He has worked successfully with a diverse constituency from around the globe.

During his message to the conference attendees at the awards luncheon, Sushil said "POMS is more than a Society. It is the Professional Home for all of us - who are involved in POM research and teaching."

I fully agree with Sushil. This powerful vision will continue to make POMS bigger, better and stronger. Sushil's email is guptask@fiu.edu, in case you want to congratulate him.

Best wishes, Martin K. Starr, May 6, 2012

Reflections on the Many Contributions of Sushil Gupta

**Christopher S. Tang, UCLA, USA
POMS President-Elect**



Sushil's dedication to POMS is unsurpassed. No matter how big or how small the issues are, Sushil is always available to help providing me with insightful suggestions and help solving any problems. When I was asked to serve as conference chair of the POMS Chicago meeting, Sushil was available to discuss various issues many times over the phone or via email 7 days a week.

Sushil's commitment to serve POMS is contagious. Sushil has boundless of energy with the can-do attitude, which makes me feel connected to POMS and, more importantly, believe in POMS's causes. Sushil is so good that I can only say "yes" to him!



**Roger Schmenner
Indiana University, USA**

I had the pleasure of succeeding Sushil as president of POMS in 1997.

The Society was still young then, but growing, and I needed help in coming to grips with my new role. I flew to Miami in the first weeks of 1997 and Sushil graciously spent much of a full day filling me in about POMS and its administration. It was a lifesaver.

Later that year, in April, came the POMS annual meeting in Miami. Sushil was the organizer and I was able to take some mental notes from what he did there. It was at that meeting that we rolled out the big practical innovation of my time as president, the POMS website. Sushil was instrumental to it. While we hosted the website at Indiana for several years, the bulk of the content was generated in Miami, through Sushil and the home office. It still is the center of POMS's web presence.

At the Miami annual meeting in 1997, we approved both the 1998 annual meeting in Santa Fe, for which I was the chairman, and the international meeting in Cape Town, South Africa, for which Norman Faull did such a marvelous job. Bringing off both of those meetings within months of one another was no small feat, and Sushil was at the heart of it. He was a go-to guy for a number of things, and you could always count on him for last-minute help.

My wife and I will always remember the safari that we took after the Cape Town meeting in Krueger National Park. Sushil and his wife were among the dozen of us in the van, spending 3 days in the park. It was a delight to be able to relax, at last, and to share some absolutely magnificent sights with them.

MARTIN K STARR EXCELLENCE IN POM AWARD

Martin K. Starr Excellence in POM Award

The *Martin K. Starr Excellence in Production and Operations Management Practice Award* has been instituted by POMS to recognize exceptional quality of contributions to the POM field and is presented to an individual who has done an exceptional job in making advances in the practice of POM, promoting the profession, making an impact, and building a linkage between industry and academics. 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 are evaluated. It is an international award and is open to all POM practitioners from around the world. It is POMS' most prestigious award to recognize a practitioner and industry leader. The POMS' Board in its annual meeting held on April 28, 2006 in Boston, U.S.A. unanimously approved that the award be named after Dr. Martin K. Starr. The POMS' Board in its deliberations noted that Dr. Starr has contributed to POMS and its activities since its inception and has been a constant source of guidance and inspiration to POMS. Naming this award after him is indeed a great recognition of his services to the POM profession in general and the POM Society in particular.

The first six recipients of the award are: Mr. Edwin Keh (2011), Dr. Krishan Kumar (2010), Ms. Erin J. Wallace (2009), Dr. Dino Petrarolo (2008), Dr. Corey A. Billington (2007) and Mr. Lee Cockerell (2006). All six recipients are the most esteemed members of the POM field. Mr. Edwin Keh served as Chief Operating Officer and Senior Vice President of Wal-Mart Global Procurement. Dr. Krishan Kumar is the Director of Maruti Automotive Center of Excellence, Maruti Suzuki India Limited - the largest automobile manufacturer in South Asia. Ms. Erin J. Wallace serves as Senior Vice President of Operations Integration Line of Business for Walt Disney Parks & Resorts®. Dr. Dino Petrarolo is the Managing Director at Shatterprufe, South Africa's Automotive Glass Manufacturer; and prior to his current position, Dr. Petrarolo served as the Global Head of Manufacturing Development, SABMiller plc, Sandton, South Africa. Dr. Corey Billington is a Professor of Operation Management and Procurement at IMD in Lausanne, Switzerland; and prior to his current position he worked as Senior Vice President for Hewlett Packard (HP). Mr. Lee Cockerell is a consultant, author, and speaker, now retired as the Executive Vice President of Operations for the Walt Disney World® Company.



Dr. Gang Yu
Chairman, New Height Corp., and
The Store Corp., Adjunct Professor at multiple
Universities

The committee for the 2012 award unanimously selected, from among a slate of excellent candidates, Dr. Gang Yu to be the recipient of this year's award. Dr. Yu is the co-founder and Chairman of New Height Corporation and The Store Corporation (www.yihaodian.com). He is also an Adjunct Professor at Beijing University, Tsinghua University, The Chinese University of Hong Kong, Wuhan University, Shanghai Jiaotong University, etc.

Gang Yu was born and raised in China during the tumultuous Cul-

tural Revolution and he was among the very first group who entered college through the national entrance exam in 1977. He obtained an undergraduate degree from Wuhan University, and then entered the Physics Department at Cornell. Upon receiving his MS from Cornell, he transferred to the Decision Sciences Department at Wharton where he completed his PhD in 1990. He joined the faculty of the McCombs School of Business, University of Texas in Austin, where he had a distinguished career, publishing about 80 papers and rising to be a chaired professor.

While at the University of Texas, he founded CALEB Technologies, a company that developed a real-time operations control system to help airlines recover from schedule disruptions. This software was adopted by most major airlines in the US, and Dr. Yu received the Edelman prize for his work on this with Continental airlines. In 2002, Dr. Yu sold CALEB to Accenture, took a year off to teach in Executive MBA programs in China, and then joined Amazon.com as VP of Worldwide Supply Chain, where he built an impressive analytics group to develop the next generation supply chain management systems. Dr. Yu later joined Dell to serve as VP of Worldwide Procurement, based in Shanghai and managing an \$18 billion annual sourcing budget.

In 2008, Dr. Yu together with Junling Liu left Dell to found Yihaodian, a B2C e-commerce startup specializing initially in fast moving consumer goods, and later branching into a broad selection of products. Dr. Yu's company Yihaodian.com has been identified to be THE single fastest growing company in all of Asia Pacific according to the latest annual survey by Deloitte. In three years, Yihaodian's revenue has grown 192 times reaching 2.7 Billion RMB in 2011, offering over 180,000 SKUs, with over 6000 employees, 12 warehouses in 5 cities, and delivery stations in 34 cities in China. One of Dr. Yu's nominators summarized Dr. Yu's role as follows: "Dr. Yu as Founder and CEO has lead the effort to solve the last mile in a market that lacks infrastructure, they have successfully tackled multiple system constraints, and they have been able to manage triple digit growth annually without the usual strain and stress of a start-up. Dr. Yu's current work is his ability to apply intellectual rigor to his high growth commercial endeavor. He has in effect made this his enterprise's competitive advantage. By putting to practice academic theory, he has demonstrated the value of robust research and real world applications for quantitative discipline."

Dr. Yu's excellence of work has earned him prominent recognition in transportation, logistics, and manufacturing industry. In addition to the 2002 Franz Edelman Management Science Achievement Award, his recognitions include the 2002 IIE Transaction Award for Best Application Paper and the 2003 Outstanding IIE Publication Award from the Institute of Industrial Engineers, in addition to many other awards.

Dr. Yu now lives in Shanghai with his wife Michelle, his son Ray, and his daughter Kelley.

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SKINNER AWARDS

Skinner Awards

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

Best paper published in POM

Started in 2010, this award is given for the best paper published in *Production and Operations Management* during the previous year. Papers are judged on overall quality with careful attention given to both relevance and rigor. The top three Skinner Best Papers for 2012 were:



Yimin Wang

(#1) "Regulatory Trade Risk and Supply Chain Strategy" by Yimin Wang, Wendell Gilland, and Brian Tomlin, POM, 20(4), July-August 2011, 522-540



Brian Tomlin



Wendell Gilland



Sezer Ulku

(#2) "Matching Product Architecture and Supply Chain Configuration" by S. Ulku and G.M.Schmidt, POM, 20(1), January-February 2011, 16-31



Glen Schmidt



Michael Lapre

(#3) "Reducing Customer Dissatisfaction: How Important is Learning to Reduce Service Failure?" Michael A. Lapre, POM, 20(4), July-Aug 2011, 491-507.

Teaching Achievement Award

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

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

This year's winner is Michael Hasler (University of Texas-Austin). Over and above exemplary teaching ratings and supporting letters from students/supervisors, Professor Hasler demonstrated substantive creativity in delivering his courses. The industry partnership he established with Target serves not only the students but also gives assurance to employers. Such collaboration also gives students an excellent opportunity of understanding the global supply chain. It is a brilliant idea to trace the Supply Chain backwards to global suppliers, and do it experientially.



Michael Hasler, U of Texas-Austin

Committee members: Asoo J. Vakharia (U of Florida, Chair), Rachel Chen (U of CA-Davis), Neil Geismar (Texas A& M U), ManMohan Sodhi (City U - London; & Indian Sch of Bus), Urban Wemmerlov (U of Wisconsin-Madison)

Early Career Skinner Award

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

The committee decided to give two separate awards to two distinguished scholars. Their research is of very high caliber and has been published in top journals. For example, between them, they published 10 papers in our POM journal. They have been involved in POM Society in various functions over the years. Besides contributions to the theory and our society, they have taken their findings to practitioners. These steps are very important to increase both the visibility and impact of our discipline. They are productive scholars generating high quality work.



Annabelle Feng,

Atalay Atasu

One winner is Annabelle Feng from the U of Texas at Austin. She contributed to inventory and contract theory and has worked at HP Services on workforce



optimization and came up with a tool for effectively managing workforce.

The other winner is Atalay Atasu from Georgia Tech. He contributed heavily to sustainable operations literature and take-back legislation. He has reached out to WEEE Advisory Board and European Environmental Bureau.

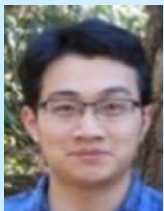
The committee consisted of: Metin Çakanyıldırım (Chair), Nicole DeHoratius, Vinayak Deshpande, Subodha Kumar, and Houmin Yan.

EMERGING ECONOMIES DOCTORAL STUDENT AWARDS

Emerging Economies Doctoral Student Awards

The Emerging Economies Doctoral Student Award (EEDSA) has been created by POMS to establish institutional linkages to reach out to future scholars in emerging economies, to encourage their development and to facilitate building connection to POMS. The emerging economies are grouped into the following three regions for the purpose of this award: Africa, Asia-Pacific, and Latin America and Caribbean.

The committee: Haresh Gurnani, U of Miami, Chair), Qi (Annabelle) Feng (U of Texas at Austin), Vernon Hsu (Chinese U of Hong Kong), and Srinivas (Sri) Talluri (Michigan State U).



Award Winners for 2012

Jiguang Chen

Jiguang Chen is a Ph.D. candidate in the Dept of Management Science, Fudan U, China, and has engaged in research at the Fuqua School, Duke University from 2011-12. He received a Bachelor of Information Mgt and Information System (First Class Honors) degree from Hefei University of Technology, and a Master of Decision Science from the U of Science and Technology of China. Then, he worked in operations consulting for scheduling inbound iron ore shipment and outbound logistics dispatch in Baosteel company, the fifth largest steelmaker in the world, and really recognizes that, not only does the "hard" optimization methods and tools can play an important role in increasing the operations efficiency, but also the coordination with incentives makes a difference, which accounts for why he chooses integrating the analytical incentive framework in economics with the operations background as his current research area of interest. Specifically, he is working in the area of aligning quality investment in global supply chain and operations. In addition, he has been involved in the sustainable long-term partner relationship, competition and cooperation in supply chains and marketing channel.



Jighyasu Gaur

Jighyasu Gaur completed his masters in Mathematics in 2000 securing 2nd rank at university level from JNVU, Jodhpur. He, then, joined Modi Institute of Technology, Kota, India as senior Lecturer where he taught engineering mathematics for seven years. He joined IBS Hyderabad (a Top ranking Business School in India) in 2008 as a Research Scholar in the department of Operations & Supply Chain Management. He is currently pursuing PhD in Operations Management at IFHE, India. In the past three years of his PhD coursework, he has published in academic journals like California Journal of Operations Management, Romanian Journal of Marketing, International Journal of Human Resource of Management, Asia Pacific Journal of Research in Business Management, Great Lakes Herald, ICFAI Journal of System Management, and ICFAI Journal of Business Strategy. He also presented his work at international conferences organized by different societies like Society of Operations Management, IIM-Indore, Association of Indian Marketing, and Great Lakes Institute.



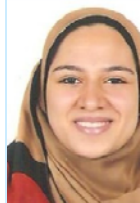
Muhammad Shakeel Sadiq Jajja

Muhammad Shakeel Sadiq Jajja is a PhD Management candidate (fourth year ABD) at the Suleman Dawood School of Business, Lahore University of Management Sciences, Pakistan. His PhD research investigates the impact of supply chain strategy and innovation on performance using structural equation modeling technique. Jajja won the Best Graduate Student Paper Award for a research paper, which stemmed from his PhD work, at the 40th annual meeting of the Western Decision Sciences Institute USA in 2011. His research has appeared in proceedings of prominent international conferences. In addition, he writes management case studies on supply chain and innovation management. Before joining the PhD program he did Master of Science in Total Quality Management, in which he stood first, at University of the Punjab, Lahore and Bachelor of Science (Honors) in Mechanical Engrg from U of Engineering and Technology, Lahore. Jajja has worked in a number of reputed organizations, which include Pakistan International Airlines, Pakistan Nuclear Regulatory Authority, Atlas Honda, Dawood Hercules Chemicals, and Unilever Pakistan. He teaches as a visiting faculty at the country's esteemed universities and has written for a leading newspaper on global political economy.



Glaucio G. M. P. da Silva

Glaucio G. M. P. da Silva earned a Bachelor of Science degree, and he has a Master's degree in Production Engineering, both awarded by the Federal University of Santa Catarina, Brazil. Currently, he is a PhD candidate doing work in the production systems area in the same institution. His research is funded by the National Council for Scientific and Technological Development (CNPq), which is part of the Brazilian Ministry of Science and Technology. His PhD thesis investigates the relationship between production strategies and assembly line configurations. Part of this research was conducted at the Research Centre on Production Management and Engineering (CIGIP) at the Polytechnic University of Valencia, which was founded by the Coordination for the Improvement of Higher Level Personnel (CAPES). He is a member of the Laboratory Simulation of Production Systems (LSSP) where he develops research involving computer games that teach production planning and control, industrial benchmarking as a diagnostic tool, and the study and implementation of lean manufacturing. He also serves as an advisor on the lean manufacturing study group (Glean), and his most recent work in this area is entitled "Lean manufacturing implementation: An exploratory study of Brazilian companies," which has been accepted for publication at POMS's conference in Chicago.



Raghda Bahaa El-Din Taha

Raghda Bahaa El-Din Taha is a Ph.D. student at the Design and Production Engineering Dept., Faculty of Engineering, Ain Shams University, Cairo, Egypt. She is working as

(Continued on page 10)

PAUL KLEINDORFER AWARD IN SUSTAINABILITY

Paul Kleindorfer Award in Sustainability



In Memoriam
Paul KLEINDORFER
12 May 1940 - 24 August 2012

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

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

Award Criteria

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

Ravi Subramanian, Georgia Tech

The committee unanimously selected Ravi Subramanian (Georgia Institute of Technology) as the winner of the 2012 Paul Kleindorfer Award in Sustainability. Ravi has made strong research contributions to sustainability in a broad sense, addressing challenges related to more sustainable supply chain management, product design, and regulatory strategies. By adopting multiple methodological perspectives, he has identified



novel insights and explored financial implications. Moreover, he has incorporated sustainability into his teaching, and provided valued service to our scholarly community.

The judging committee consisted of:

Robert Klassen (Chair), Janice Carillo, and Chris Voss.

2012 Mini-Conference of the POMS College of Sustainable Operations

The 2012 Mini-Conference of the POMS College of Sustainable Operations was held at the Chicago Marriot Downtown Magnificent Mile in Chicago, IL on April 19, 2012, and was focused on sustainability across the supply chain from a perspective of industry.

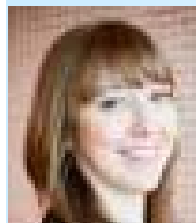
Coleman Bigelow

Coleman Bigelow (Johnson & Johnson) talked about Johnson & Johnson's sustainable supply chains that take into account consumer behavior.



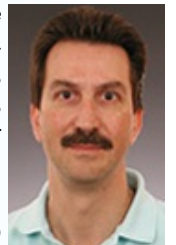
Kate Heiny

Kate Heiny (Target) talked about supply chain operations that Target conducts to pursue sustainability, such as cell phone collection program and trade-in program.



Daniel Guide

Daniel Guide (Penn State University) explained what kinds of research papers the Journal of Operations Management would like to review and accept for publication from the perspective of an editor.



Jeff York

Jeff York (University of Colorado-Boulder) presented his research about green buildings and LEED (Leadership in Energy and Environmental Design) from the perspective of history, major trends, and drivers of green buildings.



(Continued from page 9)

an Assistant Lecturer at the German University in Cairo since August 2010. She has received her M.Sc. degree in October 2011 and her B.Sc. degree in August 2009 from Ain Shams University. She started her research in material engineering and published an international paper in the characterization of glass reinforced polypropylene using finite element analysis. In her M.Sc. she considered the industrial problem of balancing the assembly lines under different constraints. She published two papers in this area. The first paper was a survey on the different types of the assembly line balancing problems while the second paper introduced an advanced genetic algorithm for solving the problem. Her research interest considers solving different industrial problems such as scheduling, supply chain management and facility layout using different metaheuristic techniques.

COLLEGE AND CONFERENCE AWARDS AND NEWS

Healthcare Operations Management Best Paper Award

The best paper competition is held each year to identify and honor outstanding papers in the field of Healthcare Operations Management. Each submitted paper was judged based on its contribution towards the advancement of theory and practice of Healthcare Operations Management. The research should have relevance to theory and have a potential to impact practice.



Tinglong Dai

Sridhar Tayur

1st Place: "Imaging Room and Beyond: The Underlying Economics Behind Physicians' Test-ordering Behavior in Outpatient Services" by Tinglong Dai, Mustafa Akan, Sridhar Tayur, Tepper School, Carnegie Mellon U.



David Zepeda

K. K. Sinha

2nd place: "Health Care Supply Chain Design for Reducing Disparities in the Delivery of Care: Evaluating the Effects of Resource Dependence and IT Leveraging Competence" by David Zepeda and Kingshuk K. Sinha, Carlson School of Management, U of Minnesota.



The other two finalists were "Malaria Treatment Distribution in Developing World Health Systems and Application to Malawi" by Parvin Hoda, Shervin Ahmadbeygi, Jonathan E. Helm, Peter S. Larson and Mark Van Oyen, U of Michigan, and: "Life is all About Timing: An Examination of Differences in Treatment Quality for Trauma Patients Based on Hospital Arrival Time" by David Anderson, Guodong (Gordon) Gao, and Bruce Golden, U of Maryland.



Behavior in Operations Management

Stefan Scholtes

The best presentation award at the Annual Behavioral Conference is based on a vote of all conference attendees. The winner of summer 2011 was Stefan Scholtes from the Judge Business School, Cambridge for his presentation "Stress on the ward: Effects of organizational workload on service quality".

The second award is a best reviewer award for the Behavioral Ops College at the *POM* journal. In the first step of the selection process, the Behavioral Op's Dept Editor solicited recommendations from the dept's Senior Editors. The Dept Editor then added any other reviewers who had reviewed two or more papers for the department over the past three years. This expanded list



was then passed to the Senior Editors for a final vote. This year's winners, as announced during the College meeting in Chicago, were: Andrew Davis, Cornell and Kyle Hyndman, Maastricht U.

Andrew Davis



Kyle Hyndman

Humanitarian Operations & Crisis Management Best Paper Award

Winner: *Decentralization and Earmarked Funding in Humanitarian Logistics for Relief and Development* by Maria Besiou & Alfonso



Pedraza Martinez & Luk Van Wassenhove

Maria Besiou

Luk Van Wassenhove

Runner-up: *Rationality and Transparency in the Distribution of Essential Drugs in Sub-Saharan Africa: Analysis and Design of an Inventory Control System for Zambia* by Jeremie Gallien & Zachary Leung & Prashant Yadav

Alonso Predraza Martinez

Jeremie Gallien



Product Innovation & Technology Management

Best Student Paper Award

Ioannis Bellos



The college of Product Innovation and Technology Management (PITM) has held its first best student paper award, to honor original research work in the fields of new product development and technology management mainly conducted by a PhD student. The field showed a set of strong entrants. The prize committee chose the submission "The Design Challenges of Experiential Services" by Ioannis Bellos. This work makes an innovative contribution to the underrepresented field of service design. The prize was awarded during the business meeting of the PITM college by VP Awards Jürgen Mihm.

Supply Chain Mgt Best Student Paper Award

The College of Supply Chain Management held its 2012 Best Student Paper Competition. The 47 submitted papers were all blind reviewed by two referees based on its contribution towards the advancement of theory and practice of supply chain management (by a great team of first round referees). In the second round a six judge panel (Gad Allon, Srinagesh Gavnereni, Mark Ferguson, Gilvan Souza, Fernando Bernstein, and Greys Sosic) considered the top four papers based on input from the first round reviews. The authors were invited to present their paper in a special session at the 2012 Annual POMS conference in Chicago and presentation quality was also taken into account to decide the first and second prize winners. The first prize was accompanied by a \$500 honorarium and the second prize by a \$250 honorarium.

The winner, 2nd place and finalists were:

Emre Nadar



First Place: "New functional characterizations and optimal structural results for assemble-to-order M-systems" - Emre Nadar (CMU), Advisor: Alan Scheller-Wolf.

COLLEGE AND CONFERENCES AWARDS AND NEWS

(Continued from page 11)

Buket Avci



Second Place: "Electric Vehicles with a Battery Switching Station: Adoption and Environmental Impact" Buket Avci (INSEAD), Advisors: Serguei Netessine and Karan Girotra

Chao Liang



Anyan Qi



Finalist: "Impact of strategic customer behavior and rollover strategies on product innovation" Chao Liang (U of Texas at Dallas), Advisors: Suresh P. Sethi & Metin Cakanyildirim.

Finalist: "Investing in a shared supplier in a competitive market" - Anyan Qi (U of Michigan), Advisors: Hyun-Soo Ahn, Amitabh Sinha.

College of Sustainable Operations

PhD Proposal Competition

The College of Sustainable Operations administered a Ph.D. Proposal Award Competition in 2012, which was the third time that the competition was held. We received 10 entries that were reviewed based on: importance of the topic, significance of the potential research contribution, and appropriateness of the research approach.

The committee consisted of Prof. Meltem Denizel (Ozyegin U), Prof. Mark Ferguson (U of South Carolina) and Prof. Tharanga Rajapakshe (U of Florida):

The winner was Saed Alizamir, who received a cash award of \$1000. Title: *Designing Government Policy Instruments to Promote Green Technologies* By: Saed Alizamir (Duke U advised by Prof. Peng Sun and Prof. Francis de Vericourt)

Saed Alizamir



Jury Gualandris



The runner-up was Jury Gualandris, who received a cash award of \$100. Title: *Sustainability Implementation in Industrial Supply Networks: Why and How?* By: Jury Gualandris (Università degli Studi di Bergamo advised by Prof. Matteo Kalchschmidt)

There were two additional finalists. Title: *The Wickedness of Sustainable Supply Chain Management* By: Johann J. Meckenstock (Universidade Técnica de Lisboa advised by Prof. Ana Paula Barbosa-Póvoa)

Title: *Flexibility Design with Support for Efficient Resource Utilization and High Service Quality in the Context of Sustainable and Responsible Service System* By: Meilin Zhang (National University of Singapore advised by Prof. Mabel Chou).

Operations Management Research now in ISI Thomson Web of Science

Operations Management Research (OMR) has now been accepted for inclusion in ISI Thomson Web of Science. This means that *OMR* will receive an impact factor from 2013 and onwards.

In January 2012, Jan Olhager, Lund University and Scott Shafer, Wake Forest University, took over the responsibility as Co-Editor-in-Chief of *OMR*. *OMR* is published by Springer, and was established in 2008 by the founding editors Jack Meredith and Patrick McMullen.

The aims and scope of *Operations Management Research: Advancing Practice through Theory*, is to publish focused research studies that advance the theory and practice of operations management. *OMR* is a rigorous, double-blind peer-reviewed journal that is oriented toward fast reviews and publication of high-quality research that makes a clear contribution to the science and practice of operations management in today's global institutions. The coverage includes all topics in operations management and all types of operations, such as health care, manufacturing, services, and supply chains. *OMR* accepts any type of research methodology, including case research, survey research, mathematical modeling, simulation, action research, and ethnographic research. Starting in 2013, *OMR* introduced a Best Paper Award that will include plaques and cash prizes of \$1,000 for first place and \$500 for the runner up. Details can be found in the editorial, *OMR*, 2012, vol 5, no 3, p. 69.

For more information, please visit the journal website at

<http://link.springer.com/journal/12063>

Jan Olhager



Scott Shafer



APPLIED RESEARCH CHALLENGE

2013 POMS Applied Research Challenge Process

Description: As a way to encourage our Production and Operations Management Society (POMS) members (faculty and student members) to conduct rigorous applied research that is relevant to practice and innovative, POMS is launching a new initiative: the POMS Applied Research Challenge (ARC). POMS has formed a Practitioner Judge Panel which established a set of research topics for this competition. All panel members are also former POMS Martin K. Starr Excellence in POM Practice Award Winners.

Corey Billington (founding partner, e3 Associates);
Edwin Keh (former COO, Walmart);
Dino Petrarolo (Vice President, CCI Inc.); and
Gang Yu (CEO, Yihaodian).

A. Process for submitting applied research topics: In addition to the topics established by the Practitioner Judge Panel, we also encourage POMS members to propose other research topics by **January 31, 2013**. The proposed topics should be submitted to Felipe Caro (felipe.caro@anderson.ucla.edu), who will coordinate with the Practitioner Judge Panel for final approval. The approved topics will be added to the established list by **March 1, 2013**.

B. Process for entering the “Applied Research Challenge: Please submit your article related to the research topics to POMS.ARC@gmail.com by **December 1, 2013**. (For quick/informal feedback, you are encouraged to submit your “extended abstract” by July 1, 2013.) The winners will be selected after two review cycles.

First review cycle. The first review cycle will be conducted by an academic panel chaired by Felipe Caro (UCLA) and other members comprising Feryal Erhun (Stanford), Srinagesh Gavirneni (Cornell), and ManMohan Sodhi (City University London & ISB). This academic panel will select the finalists by **February 1, 2014**. All finalists will be invited to present at the 2014 POMS Annual Meeting and an extended abstract will be published in our flagship journal: *Production and Operations Management (POM)*. (Note that the extended abstract does not prevent the author(s) from publishing a full article in *POM* or elsewhere.)

Second review cycle. The Practitioner Judge Panel will review the articles of the finalists and select the winners. All finalists will be invited to present their papers and the winners will be announced at the 2014 POMS Annual Meeting. The first prize is accompanied by a medallion/plaque and \$2,000 for the authors, and each honorable mention will receive a medallion/plaque.

C. Criteria: Innovative Ideas, Rigorous Analysis (empirical, analytical, or behavioral), Managerial Insights, Implementable Ideas, and Impact on Practice/Research.

Approved Research Topics

1) Strategy focused

a) **Open innovation and social networks.** The relevance/implications/value of open innovations or social networks on Production and Operations. Methods to turn open innovations or social networks into revenue generating business models in the context of Production and Operations. How to leverage the network economy (open innovation, social network, m-commerce) to reduce cost and generate revenue for a global supply chain?

b) **Alliance processes for NGOs and corporations.** What is an effective approach (or process) for establishing alliances between NGOs and Corporations to ensure incentive alignment?

c) **Local versus global improvement.** What are the business improvement trends in different industries? An “outside-in” approach that focuses on supply chain improvement first? An “inside-out” approach that focuses on building capability within each operation first? Top down or bottom up? Both?

2) Operations focused

a) Operations excellence in mining (metals, minerals, gem stones, rare earth, etc.) and oil & gas. These sectors deal with exploration, extraction, transportation, and downstream operations. What can these sectors learn from other industries? What can other industries learn from these sectors?

b) **Supply chain management in B2C e-commerce:** Due to the intrinsic nature of B2C e-commerce, its supply chain management is very different from that of traditional retail. Suggested B2C e-commerce research topics include:

(1) Logistics network structure (e.g., Hub-spoke or parallel? Cross docking? Mix fast moving and long tail or not? Mix categories or not?) .

(2) Warehouse related issues: Relationships among warehouses (inter warehouse transfer, transshipment, etc.), warehouse layout design and automation (e.g., fast moving zones, sortable and non-sortable, pickable and reserves, etc.), warehouse process optimization (e.g., pick density optimization, picking wave and route optimization, packing optimization).

(3) Inventory issues: allocation to the warehouses, overstock disposition and markdown models, inventory transfer/Transshipment optimization.

(4) First mile logistics modeling / Last mile delivery routing and scheduling.

3) Other topics approved by the Practitioner Judge Panel

POMS 2013 ANNUAL CONFERENCE



POM 2013 - Twenty Fourth Annual Conference, Denver, Colorado, U.S.A. May 3 – May 6, 2013

Important Dates

- Monday, Nov 12, 2012: Abstract Submission opens.
- Friday, Nov 30, 2012: Deadline to submit proposals for tutorials, workshops, symposia, and panel discussions.
- Friday, December 7, 2012: Emerging Scholars and Doctoral Students Consortium Information available.
- Friday, January 18, 2013: Deadline for Abstract Submission.
- Friday, January 25, 2013: Deadline for communicating abstract acceptance.
- Saturday, January 26: Full Length Paper Submission opens.
- Wednesday, January 30: Online Registration opens.
- Friday, February 15, 2013: Preliminary Schedule posted online.
- Friday, February 15, 2013: Deadline for Full Length Paper Submission.
- Friday, February 22, 2013: Deadline for communicating full length paper acceptance.
- Friday, March 22, 2013: Abstracts deleted if presenter is not registered.
- Friday, March 29, 2013: Final Schedule posted online.
- Wednesday, April 3, 2013: Online Registration closes at 11:59 p.m. EDT (U.S.)
- Wednesday, April 17, 2013: Last day for full refunds of registration fees.
- Wednesday, May 1, 2013: Last day for partial (50%) refunds of registration fees.
- Friday, May 3, 2013 and after: No refunds of registration fees.

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