Dear POMS members:

It is my honor and privilege to serve as the President of the Production and Operations Management Society (POMS) for the year 2020. I have been actively involved in serving POMS in various capacities since 1998. This has enriched my professional life immensely; and has given me an opportunity to build a worldwide network. I take over the Society’s reins from Dr. Nada Sanders. Dr. Sanders and preceding POMS presidents have set high bars for POMS’ performance. My endeavor will be to advance what POMS has already achieved.

As you know, POMS is a distinguished professional society and has an impressive 30 plus years of history. The strategic initiatives undertaken, over the years, by our founder Dr. Kalyan Singhal, our leaders Dr. Sushil Gupta and Dr. Martin Starr and many past presidents have made POMS the society of choice for POM professionals.

In this message to Chronicle readers, I want to focus on the following five themes that POMS is continuously pursuing.

1. Quality of our flagship journal, Production and Operations Management, and its impact on the POM field, and society at large.
2. POMS membership
3. Quality, impact and visibility of POMS’ conferences.

(Continued on page 3)
The POMS Chronicle is published by the Production and Operations Management Society to serve as a medium of communication and to provide a forum for dialogue among its members. Please submit articles, news, announcements, and other information of interest to the editor, Anupam Agrawal at anupam@tamu.edu.

Electronic copies of current and past issues of POMS Chronicle are available at: poms.org/chronicle
FROM THE PRESIDENT—CONT'D.

(Continued from page 1)

4. POMS' international outreach
5. POM education and practice

*Production and Operations Management*, our flagship journal, has established itself as the premier source for disseminating production and operation management research to academic researchers, educators, practitioners, doctoral students, public and private corporations, national and local governments, and the general public. It appears as a leading journal in prestigious business school ranking lists, including Bloomberg Businessweek and the Financial Times. The well-known ranking database of the University of Texas at Dallas lists the POM journal as one of the twenty-four leading journals in the field of management for evaluating research productivity of business school scholars around the world. Note that POM Journal is now among *Business Week*'s 20 Premier Journals and Among *FT Research*'s 45 Premier Journals. Despite our success, we cannot afford to be complacent but should continue to look for new avenues to improve the journal’s reputation. I plan to work diligently with Dr. Kalyan Singhal, Editor-in-Chief and Dr. Subodha Kumar, Deputy Editor, to provide our readership with always increasing excellent value derived from the POM Journal.

POMS’ membership has grown to well over 2,400 members across sixty-five countries. POMS’ Vice President of membership, Dr. Funda Sahin, is in the process of conducting a survey to solicit your opinion about membership services and the value of being a POMS member. You will soon receive the survey. Please complete that survey so that POMS may serve you better. Dr. Martin Starr, Director of Strategic Planning, plans to include the results of the survey in the next strategic plan for the Society.

POMS’ annual conferences are a major attraction to POMS’ members where they present their research work, exchange research ideas, and most importantly network with a large group of POM professionals. The quality and size of POMS’ conferences have grown under the continuous leadership of POMS’ current and past Vice Presidents of meetings, Dr. Gerard (Jerry) Burke, Dr. Bharat Kaku and Dr. Nagesh Murthy. POMS’ colleges, with a dedicated team composed of VP Colleges, Xuili He, and the eight POMS’ college presidents, have contributed to the prestige of POMS’ conferences by organizing mini-conferences.

We were planning to have a great annual meeting 2020 in Minneapolis with Dr. Scott Webster of Arizona State University serving as the General Chair. Unfortunately, this conference is canceled due to the coronavirus pandemic. I take this opportunity to thank Scott and his team for their dedication and excellent service to POMS. I look forward to seeing all of you in our next annual meeting in Atlanta, April 2021.

POMS’ international presence has shown impressive gains under the leadership of several people who include POMS’ Regional Vice Presidents, Dr. Amit Eyman, Dr. Zhaofang Mao, Dr. Dino Petrarolo, and Dr. Hugo T.Y. Yoshizaki; Dr. George Shanthikumar, past president, Dr. Nagesh Murthy, Associate Executive Director for Global Initiatives and Outreach, and Dr. Sushil Gupta, Executive Director. The Society has collaborations with several universities from around the world. POMS is now considered a global professional society of preeminence with affiliations from an impressive community of scholars. A growing number of international conferences and collaborations worldwide speaks volumes about the popularity of POMS globally. Because of shrinking budgets and travel restrictions, it has become difficult for many of our members to come to the U.S.A. to attend POMS’ conferences. In this regard, I like what Dr. Sushil Gupta always says “If you cannot come to POMS, POMS will come to you.” You are encouraged to contact Dr. Nagesh Murthy if you wish to organize a POMS conference in your country.

Advancing POM education and practice are two priorities I would like to emphasize and pursue. Working closely with Dr. Bala Shetty, Vice President for Education, we plan to identify strategies to draw more stu-
Dear fellow POMS member,

Welcome to the first issue of Chronicle for the current year. Thank you for your support.

Chronicle comes out twice in an academic year. As we go forward, I would like to focus one issue to chronicling the annual conference and one to chronicling the progress of our society, our profession, and our conferences. To that end, this issue details a plan from the incoming President Chelliah Sriskandarajah, a write-up on the E-debate at the POMS 2019 Annual Conference in Washington DC, and a write-up on Public Sector OM Research. This issue also has information about the forthcoming POMS international conference in Hong Kong.

The one-on-one conversation with one of the leading OM scholars has now become the highlight of Chronicle. This issue contains excerpts from the interview of one of the 2019 POMS fellows, Prof Subodha Kumar from Temple.

Three leading lights of our profession—Wickham Skinner, James Gilbert and Nick Aquilano left us for their heavenly abode. On behalf of everyone at POMS, our remembrances. May their soul be at peace.

In conclusion, I would like to thank the many contributors who worked with me to produce this issue of the POMS Chronicle. Some of them wrote articles, others provided information. Their names are listed on page 2. Without them, there would be no Chronicle. I thank them for their excellent, dedicated work.

Stay Safe !!
The unique format of eDebate on Twitter also allowed other POMS members to actively participate in the discussion. The panelists from both sides and other POMS members made persuasive arguments. The arguments from the eDebate can be retrieved by searching hashtags - #POMS2019 #eDebate on Twitter, or the Twitter accounts of the panelists. The attached screenshots from the debate recapitulates the eDebate. During the eDebate, a total 153 tweets were posted by the panelists and the participants, which potentially reached 26,833 Twitter accounts.

Once again, we are thrilled by the success of the eDebate at #POMS2019. We hope that the concept of eDebate will continue to be on the agendas of future conferences. A big thanks to the panelists, our moderator, all those who participated in the eDebate, and those who followed the eDebate on the big screens during the reception.

We look forward to seeing everyone and hosting the 5th annual eDebate in Minnesota, MN at #POMS2020 to be held in April 2020. We are open to recommendations for eDebate topics for future POMS conferences. The Facebook and Twitter pages of POM society and POM journal were created to encourage engagement among POMS members and to make any society-related announcements. POM society can be reached at @POMSSociety on Twitter and @POMSSociety on Facebook. POM journal can be reached at @POMJournal on Facebook.
A Few Pro-radical Change Tweets

Sunil Wattal @swattal · May 4
Look forward to an interesting #debate #poms2019. I think that AI will be to operations what the Internet was to marketing research in late 90s—changing the rules of the game and opening multiple research opportunities.

2 Likes

Geoff Parker @g2parker · May 4
#POMS2019 #edebate Our ability to use AI has exploded in just the past few years. Google has gotten much better at predicting search queries. Translation engines are far better than they were and it happened just within past few years. These were step function changes.

6:34 PM · May 4, 2019 · Twitter Web Client

1 Like

Suzanne de Treville @sdetreville

AI at its best does not replace management or leadership, but rather makes human managers more effective by reducing the signal-to-noise ratio of data about the context. #POMS2019 #eDebate

6:38 PM · May 4, 2019 · Twitter Web Client

3 Likes

Sunil Mithas @DrSunilMithas · May 4
Will AI be able to write a paper for POM some day completely on its own—if so, which year? 🤔.
@jmswaminathan @g2parker @sdetreville @ParamVirSingh @swattal @MohanSodhi @FabSalvador1 @UHBauerDean @e9b3201ad60a426 @kaushikdutta @PomsSociety #poms2019 #edebate

7:00 PM · May 4, 2019 · Twitter Web Client

1 Like

Geoff Parker @g2parker · May 4
Replying to @DrSunilMithas @jmswaminathan and 9 others
Great question. Already happening with sports story reporting (especially the simple “who won and was the score” stories.)
A Few Pro-incremental Change Tweets

Dean Paul A Pavliu @UHBauerDean - May 4
First, we need to clearly separate the hype and exaggeration from what is real and meaningful with AI. We need to avoid the mistakes and hype of the past. #Debate #POMS2019

Sunil Mithas @DrSunilMithas - May 4
How do we do that? @jmswaminathan @g2parker @sdtreville @ParamVirSingh @swattal @MohanSodhi @FabSalvador1 @UHBauerDean @e393201ad60a426 @kaushikdutta @Poms2019 #debate #poms2019 #e debate

Dean Paul A. Pavliu @UHBauerDean
Replying to @DrSunilMithas @MohanSodhi and 9 others
We should think along the lines of “augmented intelligence,” defined as computers enhancing human intelligence, not AI that is perceived as computers fully replacing human beings. #Debate #POMS2019

6:44 PM - May 4, 2019 · Twitter for Android

Kaushik Dutta @kaushikdutta
#poms2019 #edebate

6:31 PM - May 4, 2019 · Twitter Web Client

Will AI Change what/how we teach?

Sunil Mithas @DrSunilMithas - May 4
Moving on to teaching: Why will AI Change what/how we teach?
@jmswaminathan @g2parker @sdtreville @ParamVirSingh @swattal @MohanSodhi @FabSalvador1 @UHBauerDean @e393201ad60a426 @kaushikdutta @poms2019 #de debate #poms2019 @PomsSociety

Geoff Parker @g2parker - May 4
On Monday, we began with unsupervised learning; k-means clustering done by hand. By Tuesday, everyone was running AWS instances and evaluating different algorithms along multiple metrics. Cloud technology is now very accessible.

Kaushik Dutta @kaushikdutta - May 4
we need to teach students how to interpret the results given by AI techniques! #poms2019 #ede debate

M. Sodhi @MohanSodhi
Replying to @kaushikdutta @g2parker and 9 others
#POMS2019 #ede debate - If you want to interpret results of models, stick with regression. AI is opaque and there’s no point interpreting results of black magic, at least that’s what the vendors want us to think.

7:14 PM - May 4, 2019 · Twitter Web Client

Jay Swaminathan @jmswaminathan
Replying to @DrSunilMithas @g2parker and 9 others
#poms2019 #ede debate I feel that courses which discuss how automation could improve #operations are more likely to be popular in future

7:16 PM - May 4, 2019 · Twitter for iPhone

Suzanne de Treville @sdtreville
Replying to @DrSunilMithas @jmswaminathan and 9 others
#poms2019 #ede debate Many future managers don’t want to learn data science, but managers who are well trained in data science will benefit much more from AI.

6:54 PM - May 4, 2019 · Twitter Web Client
Professor Subodha Kumar was elected as the 2019 POMS fellow based on his significant contributions to the POM field in terms of research, teaching, and service.

(AA’s note: I met Prof Subodha in his office. Here are the excerpts of our discussion.)

AA: Subodha, congratulations for being elected as POMS fellow. Can you please share with our readers how your academic journey started?

SK: My academic journey actually started at IIT Kanpur, where I was working with Prof Tapan Bagchi. Prof Chelliah Sriskandarajah was visiting the institute then. I worked with him on some problems related to No-wait Flowshops. It was he who encouraged me to move to academia. I started to work with him in Canada and then the base shifted to UT Dallas. At UTD, it was wonderful to work with him alongside Milind Dawande, Suresh Sethi, Varghese Jacob, and others. After graduating from UTD, I also worked extensively with Vijay Mookerjee, who has also been my mentor throughout my career. The relationship with advisors and mentors is long-term. I still work with Chelliah and Vijay on projects.

AA: You have had an interesting career. I want to make sure we get your advice to younger faculty because of an important aspect of your scholarly journey. Tenure is looked upon as a very important event or milestone in the life of a scholar in academia. We have heard many stories surrounding tenure, its denial and subsequent consequences on career. What advice would you have for young scholars?

SK: I think tenure does not determine career success. The first few years are always a challenge.

My first advice to young faculty would be to always focus on your work – Hard work gets noticed, sooner or later. The important part is to constantly seek to learn more and work on stuff. I moved from working on optimization and pure modeling to empirical research themes, issues related to information and search, and have now moved to issues surrounding artificial intelligence and machine learning. Essentially, one needs to keep doing another PhD once the first gets over. This investment in one’s skills is what makes good careers in academia.

The associated advice is that irrespective of which aspect of academic life you like – such as teaching and training young minds or working on new issues – you have to absolutely love research.

The third advice is to contribute – at your school and in professional societies such as POMS.

Perhaps a less important but useful advice is to be clear about publishing in the journals that are central to our profession. The learning I can provide to younger faculty is to make sure that most of your publications are acceptable at a majority of schools for tenure decisions.

Overall, a balanced perspective is essential. We should remember that a large number of people do not make tenure at their first school, and even among those who do, a significant number move to other schools.

AA: That is quite useful. I like the bit about continuing to contribute, inside your school and outside as well. One aspect of external service for faculty is related to reviewing other scholarly papers. How do you see reviewing and how do you deal with rejections?

SK: Reviewing and getting reviews on your papers are two sides of the same coin. Over years, I have written scores of reviews, and acted as senior editor/department editor for lots of reviewers. My suggestion to young faculty is that one needs to be in the constructive mode, and the effort has to be on figuring out how to publish a paper, not on how to reject a paper.

As for rejections, they are part and parcel of academic life.

AA: An important part of your day-to-day work is working as a Deputy Editor of our Flagship journal, POM. Now, what does a deputy editor exactly do? Does it involved something more than balancing academic conflicts?

SK: Well.. Yes, working as a deputy editor is challenging, but it has been an enriching experience working with Kalyan Singhal and Sushil Gupta. There are multiple facets to it. The first relates to simple issues on submission by authors and review reports. Often people will make simple mistakes, or not save their work or some simple glitch may appear. All these issues inadvertently travel to me. Literally scores of emails may arrive every hour on some days related to such simple issues. The fact that POM is seeing an increase in submissions from across the Globe adds to the problem—

(Continued on page 9)
many scholars in different geographies submit for the first time, and need much more handholding through the process. Fortunately, with manuscript central, we have been able to smoothen out a lot of these issues.

The second part of my work relates to managing the departments, and the reviewer/senior editor pool. Getting new people onboard is the first problem. We have now streamlined the system by creating the POM Editorial Review Board, wherein a space has been created to recognize new reviewers. This creates a pool from wherein people can migrate to senior editor positions. On the other hand, it is a tough call when we have to (sometimes) ask people to withdraw from their positions because of time or other issues like editorships in other journals. Sometimes we have also had to ask senior editors to withdraw because reviewing was not up to the mark. Yes, you are right, it does involve managing a delicate balance on individual egos.

The third part of my work relates to assignment of reviewers. Usually, things are smooth, but sometimes I need to check simple things such as obvious conflicts of interest or submission of the same manuscript to a different department after one department returns a verdict of reject. This sometimes means going into previous submissions data. We also have to deal with situations wherein the authors are not satisfied with the review. POM has a policy that all such cases are assigned a different review team. This is quite different from other journals, and reflects the ethos that POM journal exists for disseminating knowledge created by the authors.

The fourth part of my work is very time consuming. As the deputy editor, I am responsible for the print journal. I have to go through every paper in every issue before the issue is cleared for print. This takes a lot of time but is also a source for a lot of learning because a large number of papers in any issue are almost always going to be different from the expertise arena of any single individual.

The fifth part of my work involves managing special issues. We have to work with several scholars to create ideas and invite proposals for special issues. The reviewing and scheduling for special issues also needs to managed carefully.

Finally, I also need to coordinate with POMS board members and other members to promote the journal. As you know POM journal has come a long way from its inception. This work has two parts. First, we have to continuously get input from POMS members about the journal—what is it that is working and what is it that can be improved. Second, we need to contact faculty at various schools to promote the journal.

So, all in all, a deputy editor has many roles!

AA: Thank you for nice insights into your career as well as working of a journal. It was great talking to you.

SK: Thank you. I am also thankful to the POM society for considering me for the Fellow award.
A panel discussion about Public Sector OM research and teaching was held at the 2019 POMS Conference in the public sector OM track. The panelists were professors Nitin Joglekar (Boston University), Jayshankar Swaminathan (University of North Carolina), Beril Toktay (Georgia Tech), and Vedat Verter (McGill University). The session was moderated by Gemma Berenguer and consisted of four different discussion topics followed by Q&A to the general audience.

What is Public Sector OM?

To start the discussion, a comparison of the private, public, and not-for-profit sectors in terms of ownership, sources of revenue, goals, efficiency/equity concerns, and value delivered was presented by the moderator (Euske 2003, Moore 2000). From there, the panelists expressed their thoughts. First of all, Vedat Verter explained what is considered public sector research by the Socio-Economic Planning Sciences (SEPS) journal, where he is the editor-in-chief. The view is broad and covers any research where the public has an interest and a direct stake in the problem. This also includes the activities of NGOs or public-private partnerships, where the government agencies are among the decision makers. Nitin Joglekar gave 3 examples of important public sector OM research: government operations (e.g., Department of Defense), how regulations get set and the operational process that result, and not-for-profit operations (e.g., ambulance dispatching run by a cooperative). Beril Toktay also recognized the importance of studying the intersection of regulation (e.g., incentives, subsidies, and environmental regulation) and how organizations respond to it. She highlighted an increasing OM interest on public welfare studies in developing countries. This research has been growing due to the activities of international donors, such as the Gates foundation, and the advances in digital innovation that have reduced the cost of technology. Finally, for Jayshankar Swaminathan, the key differentiating factor to determine what is public sector OM is who is the beneficiary, which should be the public, rather than who is making the decisions. The second differentiating factor is the objective. In public sector OM the goal is not profit maximization and, instead, it is about measuring the impact to society, negative versus positive spillover effects, or quality of life impact.

Share your most relevant public sector OM research

Each panelist highlighted two of their own projects as examples of public sector OM research. You can find a list of these references at the end of the article. While panelists were describing their projects, relevant problems and research gaps were identified and are listed next:
- developing a systematic way of measuring performance, for example developing an efficiency, efficacy, and equity framework (Swaminathan et al. 2004)
- studying the resource allocation problem when demand is larger than supply (Swaminathan et al. 2004, Meng et al. 2017)
- finding ways to improve efficiency, for example, by increasing farmers’ yields (Zhang and Swaminathan 2019)
- identifying the best project decisions when considering potentially conflicting goals between short-term benefits and long term local capacity building benefits (identified as an important challenge by Beril Toktay)
- finding the right positioning in which OM researchers can engage the public sector decision-maker into taking action (e.g., Beril Toktay described Georgia Tech’s project about energy equity and affordability in Atlanta, Brown et al. 2018 and Ondieki 2018)
- studying advantages and disadvantages of different ways of food aid: in-kind, cash, vouchers (Sahinyazan et al. 2019)
- developing the link that connects efficiency analysis (e.g., DEA analysis, rankings) with policy implications (identified as a fruitful direction for future research by Vedat Verter)
- designing the optimal network for a preventive care program while using the right measures of accessibility (Zhang et al. 2009)
- designing and revising policy standards (e.g., Nitin Joglekar described the Technology Readiness Level standard project, Olechowski et al. 2015)
- selecting a technology by the public administration (e.g., clean tech space, Erzurumlu et al. 2014)

The applied areas mentioned were healthcare, agriculture, energy, food distribution, and clean tech industries.

Where to publish public Sector OM work?

According to Jayshankar Swaminathan, the top journals in OM are more open to this type of research and proof of it are the recent special issues that have been organized by different journals related to these topics. When talking specifically about POM journal, the panelists mentioned different Departments that naturally overlap with public sector research, which are: healthcare operations management, disaster management, industry studies & public policy, not-for-profit operations management, and sustainable operations. Nonetheless, panelists mentioned that other POM Departments are also open to this research. When considering options besides the top four or five OM journals, Vedat Verter suggested that submitting to other respectable journals could also be an option, especially, if publishing the project fast is a priority. As an example, he mentioned that SEPS journal accepts papers, focusing on public sector decision making, that use quantitative analysis. A different angle was brought by Nitin Joglekar, who recommended to consider to publish in “field journals” that are well-respected by the worldwide experts in a particular applied area. For example, the Journal of Industrial Ecology in the area of sustainability and Health Affairs in the area of health policy.

Teaching topics related to public sector OM

Vedat Verter had recently taught a Public Sector OM PhD course at McGill University. It was a combination of lectures, guest speaker presentations, and students presenting papers. The major topics were related to healthcare, sustainability and transportation. Nitin Joglekar explained that Boston University offers niche programs around this topic, for example the Public & Nonprofit MBA Program, the Nonprofit Management & Leadership Executive Education program, and the MA in Energy and Environment+MBA program. Jay Swaminathan announced that he is editing a book, jointly with co-editor Vinayak Deshpande entitled “Responsible Operations”, which could serve as teaching material. He also mentioned some MBA teaching cases related to UNICEF (Komrska et al. 2013) and a new case about agriculture in Africa (Swaminathan 2018).

References:


Swaminathan J.M., 2018. AGCO in Africa: Innovating the Agriculture Value Chain, Kenan Flagler Business School, University of North Carolina, Chapel Hill, NC.

Production and Operations Management Society (POMS) Hong Kong is a collaborative platform that brings together scholars and researchers in the field of operation management and related disciplines from Hong Kong mainland China, Taiwan, Macau, Singapore and other regions, to promote academic exchanges and share research achievements. Universities from the regions take turns to host this annual event since 2009. The 11th conference will feature research papers and keynote speakers that explore the opportunities and challenges of Intelligence and Innovation.

The conference is co-organized by the Faculty of Business and Economics, HKU and POMS HK chapter. The venue is the University of Hong Kong. Conference Registration deadline is December 15.

The conference is chaired by Benjamin Yen, The University of Hong Kong. The Organizing committee chairs are Hailiang Chen and Liao Wang, both from the University of Hong Kong. The Programme Committee Chairs are Jingqi Wang, and Wei Zhang, both from the University of Hong Kong.

Keynote Speakers include Prof Christopher S. Tang, Editor-in-Chief, M& SOM and UCLA Distinguished Professor, and Edward W. Carter Chair in Business Administration, and Prof David D. Yao, Piyasombatkul Family Professor of Industrial Engineering and Operations Research at Columbia University.

The conference will also feature tutorials. The first tutorial by David Simchi-Levi, Professor of Engineering Systems, MIT is titled Phase Transitions and Cyclic Phenomena in Bandits with Switching and Knapsack Constraints. The second tutorial by Michael L. Pinedo, Stern School of Business, New York University is titled Operational Risk Management in Financial Services: Some of the latest developments and a new Framework.
C. Wickham Skinner, Harvard Business School’s James E. Robison Professor of Business Administration, Emeritus and an eminent international authority on production and operations management who is widely regarded as “the father of manufacturing strategy,” died on Monday, January 28 at his home in Saint George, ME. Throughout his long and illustrious career, Professor Skinner (Wick) influenced generations of students, scholars, and practitioners with his superb teaching skills and corpus of groundbreaking and often contrarian books and articles focusing on the revitalization of U.S. manufacturing. You can pay tributes to him on the Harvard Business School website.

https://www.hbs.edu/news/releases/Pages/c-wickham-skinner-obituary.aspx

Wick served as POMS president. He was a POMS Fellow, and he edited a special issue of POM on manufacturing strategy. POMS instituted the following awards in his honor in 2001: Skinner Best Paper Award, Skinner Early Career Accomplishments Award, and Skinner Teaching Innovation Award.

Professor James (Jim) Gilbert, whose excellence as a POM teacher was reflected in the admiration of his students as well as being a recipient of the Lilly Teaching Fellows Award. Also, the American Production and Inventory Control Society (APICS) had at one time recognized Jim as being one of the two best production and operations management instructors in the USA. Before receiving his Ph.D. (1984) from the University of Nebraska (Lincoln), Jim worked for the DeVilbiss Corporation of Toledo, Ohio. After being awarded his Ph.D. he served on the Faculty of the University of Georgia (Athens, 1984-1996) and thereafter (until 2015, when he was elevated to Emeritus status) on the Faculty of the Crummer Graduate School of Business, Rollins College in Winter Park, Florida. Jim was exceedingly active in the POM Society (POMS) having been VP-Meetings 2002-2005, 2009-2011, and VP-Communications 2011-2013. He was instrumental in POMS’ Conferences during the entire span of 2002 through 2013 including the Shanghai Conference in 2006.

Jim passed away on January 5th, 2020, with a remarkable record of accomplishments. His publications dealing with “just-in-time” were widely recognized. He was a unique POM-academic-practitioner having more than sixty real-life application projects with students that constituted a unique blending of teaching and consultancy both domestically and internationally. He was well-known for his life-size process flow charts. Jim even had flow charts to capture the details and advance the innovative progress of POMS Conferences.

Nick Aquilano left us at the age of 87. As most of you know, he and Dick Chase wrote Operations and Supply Chain Management, the most widely used textbook in our discipline’s history. Nick could take any mathematical topic in operations and write it concisely. This was a significant factor in the success of the book.

Nick was a member of the first governing board of POMS. Nick had a great sense of humor and used to often tell interesting stories about his childhood, his life in the military, and his family. Nick was as incredibly curious as he was bright, and he could learn from almost everything around him. When a building was being constructed on the campus, he stood there for half an hour to watch whether the workers doing brickwork were following the guidelines we teach our students on work simplification.

Nick was a wonderful colleague and a wonderful friend to all those who knew him.
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<th>Role</th>
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